

# **esm** magazine

January/February 2004

## **Interview with ESM's 2004 President**

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A black and white photograph showing a hand from the top right, dropping a coin into the top of a white piggy bank. The piggy bank is in the lower half of the frame. The coin is in mid-air, just above the piggy bank's opening. The background is dark.

# **Easing the burden**

***Credit unions help employees save  
money without breaking the bank***

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# Your Guide to the Field

How to do just about anything related to employee services

To keep employee services relevant to your company's recruitment and retention goals, tap into the hands-on lessons of experienced employee services managers found in Employee Services Management (ESM) Association Foundation's newest book, *Employee Services Management: A Key Component of Human Resource Management*.

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Thomas H. Sawyer Ph.D.

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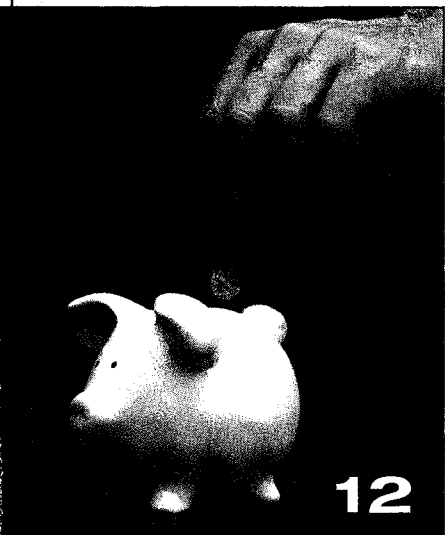
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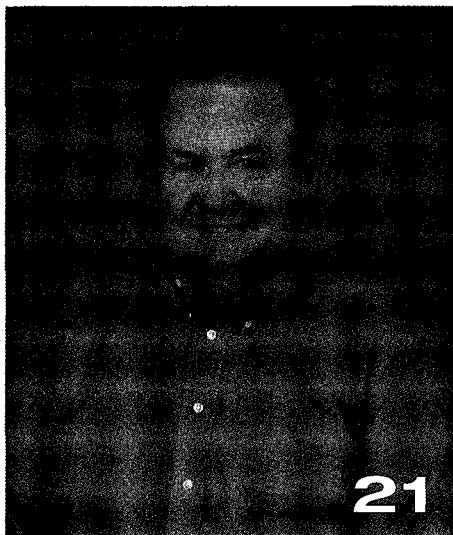
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"Constructing Unbeatable Programs" and "An Evening at Circle R Ranch" are just two of the hot topics and special events planned for ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit. Let ESM Association inspire you to put program ideas into motion during this spirited event.



## Trend alert

**W**ith research and statistics abound, it can be difficult to keep track of the latest trends in employee services. Luckily, Employee Services Management (ESM) Association and *ESM Magazine* exist to keep employee services providers informed of the latest programs companies offer to maintain content, productive workforces. This issue of *ESM Magazine* provides you with the opportunity to learn from your peers. Use the article information to benchmark and identify new programs for your employees in 2004.

With tight budgets continuing to prevent employee services providers from taking risks or implementing lavish employee services programs, one of this year's biggest trends is for employee services providers to continue to manage costs and save money. Companies will keep their current services to maintain employee morale, but employers will ask employee services providers to remain conservative when implementing new services, opting for low-cost, turn-key programs and requiring employees to absorb the costs of convenience services.

According to ESM Association's 2004 President, Clay Clark, CESM, "An employer's attitude either affects or infects the entire workforce and the bottom line." As the office services manager at Rolls-Royce, Indianapolis, IN, Clark believes that when the bottom line is a concern, employee morale should also be a concern. "The best and least expensive method of boosting morale is through a strong employee services program," he explains. In the article, "Spreading the Word of Employee Services," on page 21, Clark discusses how the economy affects employee services. He also teaches employee services providers what it takes to solidify their positions at their companies during tough times.

If you're looking for a low-cost program idea, see the cover story, "Partnering with a Credit Union," on page 12. Credit union membership provides employees with competitive interest rates on savings and loan terms. The company benefits through an increase in employee loyalty and satisfaction. Learn what services to look for when choosing a credit union and how to ensure the program does not require large time commitments from the employee services staff.

As Baby Boomers age, the need for eldercare services in the workplace continues to rise. According to ESM Association's *Eldercare Survey*, 46 percent of companies offer programs to address employees' eldercare issues. Of the companies without these services, 37 percent do not consider eldercare to be a workplace issue. In some cases, this belief is based on the fact that employees aren't discussing eldercare at work. Yet, employees' lack of communication and unwillingness to ask for help often lead to absenteeism and turnover, which only hurts a company's bottom line. Read "Eldercare Trends," on page 16, and consider incorporating low-cost eldercare services into your employee services program.

Would you like to learn more about your peers' programs and experiences? Plan to attend ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit at the Gaylord Texan<sup>™</sup> Resort & Convention Center on Lake Grapevine, Grapevine, TX. Each year, hundreds of employee services providers meet to discuss the latest trends in the industry. Turn to page 24 to read about the five top-notch General Session speakers presenting hot topics and this year's exciting special events. Then, flip to page 27 and register today!

*Renee M. Mula*

Renee M. Mula  
Editor  
reneemula@esmassn.org

### Publisher

PATRICK B. STINSON

### Editor

RENEE M. MULA

### Editorial Assistant

CHRISTINA HIGBY

### Designer

DALE A. DODSON

### Advertising Sales

ALISON BASHIAN

Bashian & Associates, Inc.

33610 Solon Rd., Solon, OH 44139

(800) 335-7500, (440) 349-3353

Fax (440) 349-3447

E-Mail: alisonb@bashian.com

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(630) 368-1280  
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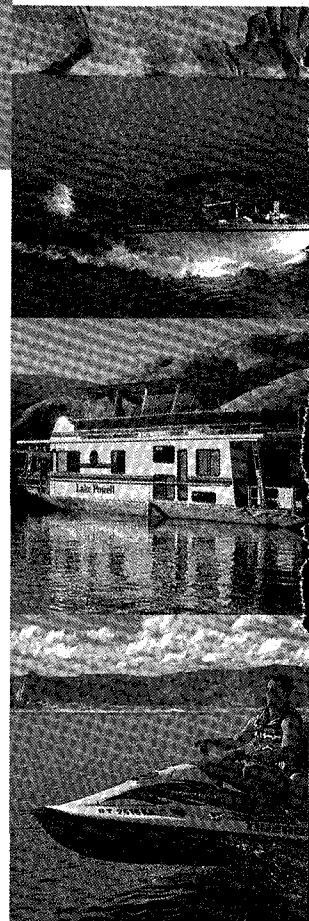
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Wellness

## Staying fit in 2004

### Companies urge employees to live healthy lifestyles using some of this year's most popular fitness trends

An increase in the need for a "faster, quicker workout" tops the list of 2004 fitness trends, according to the American Council on Exercise (ACE), San Diego, CA. The organization's "workout watchdog" studies and worldwide network of certified fitness professionals predict that "infusing mind and body practices into traditional activities" and "functional fitness" are two additional trends to watch for as companies urge employees to lose weight, get fit and lower health-care costs. Use this list to determine if any of these fitness approaches meet the needs of your workforce.

#### All the rage

1. **Concentrated workouts equal less time at the gym.** Workouts and exercise programs respond to the critical need for time-starved Americans to achieve an efficient workout in a short period of time. Trainers provide simple programs using readily available tools, such as chairs, steps and walls, which overcome the common barriers of time and access.

2. **Mind and body programs blend with traditional workout sessions.** Many fitness clubs, personal trainers and group fitness instructors infuse elements of Pilates and Yoga into workouts, programs and club offerings for a holistic approach to wellness. Infusion classes and programs combine the traditional elements



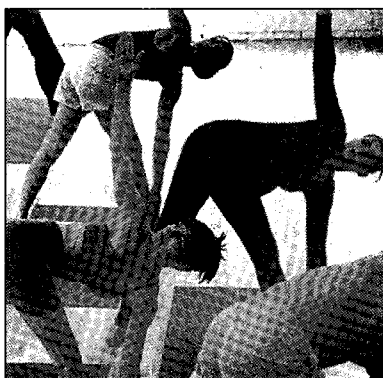
of a fitness program with the benefits of proper posture, breathing and body awareness. By incorporating components of mental and spiritual fitness, employees take better care of their psychological self and their bodies.

3. **Functional fitness becomes increasingly important.** Incorporating functional strength training into an existing exercise program enhances coordination, strength and endurance in everyday activities. The focus is on exercising several muscles and joints together, rather than working a particular muscle or group in isolation. A functional approach to strength training results in employees performing their daily activities and recreational pursuits with greater ease and less discomfort.

**4. The Internet allows for lifestyle and performance coaching.** Using heart rate monitors and other measurement tools, lifestyle and performance coaches provide feedback on the progress of an individual's fitness regimen. Phone and Internet technology allow them to offer affordable, downloadable, real-time feedback. Lifestyle coaches also address their clients' fitness concerns, including stress reduction, time management and other important health and wellness areas such as sleep and nutrition.

**5. Health-care providers and companies partially or fully subsidize preventative lifestyle programs.** Body Mass Index (BMI) measures body fat based on height and weight. Overweight and obese individuals (those with a BMI of 25 or above) are at increased risk for physical ailments such as type two diabetes, hypertension, stroke, and coronary heart disease. Research suggests that preventative lifestyle programs cost far less than treating lifestyle diseases. The easiest and most cost effective resource companies can provide is a website employees access for important wellness information that includes risk factor assessment tools, fitness calculators, guidelines for beginning a fitness program, and contact information for certified fitness professionals. These programs—which particularly interest employees using the Internet and instant messaging—promote adherence and long-term success.

**6. Fitness equipment manufacturers make equipment that is "smarter," more efficient and geared toward users' varied lifestyles.** Equipment measures and provides feedback on everything from lactic acid accumulation to adjusting workouts for stress and preparing for an athletic



event. Equipment finally responds to the need for short, effective workouts while delivering coaching feedback and luxuries such as screens with online news. Basic, highly portable equipment helps address the needs of those who need to exercise while their baby sleeps, while they are at an airport or while at work.

**7. More fitness clubs offer pay-as-you-go pricing to members in lieu of the usual three-year contracts.** More customers demand alternative pricing systems that are flexible and many fitness clubs are responding. Private studios, YMCAs and companies with onsite fitness facilities offer direct competition for larger clubs by listening to customers' needs.

**8. Diet failures lead to back-to-basics weight loss and nutrition.** Millions of Americans, who followed various restrictive diets without lasting success, seek properly trained fitness professionals to provide an option that works. In 2004, fitness professionals deliver results by beginning at square one with guidelines for regular exercise and sensible eating.

**9. Exercise continues to serve as preventive care for a growing senior population.** Fitness clubs and trainers focus on senior balance, stability and strength training to discourage declines in health and fitness.

These programs condition muscles, tendons, ligaments, and bones to help fight osteoporosis, keep seniors limber and stabilize joints, lowering the risk of everyday injury. Regular physical activity also helps seniors maintain their independence.

**10. An increased emphasis on simple programs aims to unseat the sedentary.** Many states and cities implement walking programs, and communities add sidewalks, walking trails and parks for increased access to outdoor activities. If employees change their activity habits slightly, they will reap significant health benefits.

## Conclusion

Employee services providers must offer access to state-of-the-art fitness programs and facilities to motivate employees to exercise and sustain healthy lifestyles. After tracking the latest trends in physical fitness, consider surveying employees to gauge their interests. Many of the trends mentioned in this article, such as "mind and body programs" and "back-to-basics weight loss and nutrition," are simply variations of programs already available at many companies' onsite fitness facilities. Start small by implementing these types of programs first, before redesigning an entire fitness program. If employees respond well to new fitness fads, slowly incorporate some of the more intricate services and watch your employees' participation grow. **esm**

*The American Council on Exercise (ACE), San Diego, CA, is a non-profit organization dedicated to promoting the benefits of physical activity and protecting consumers against unsafe and ineffective fitness products and instruction. For more information, call (800) 825-3636 or visit [www.acefitness.org](http://www.acefitness.org).*

employee services management



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Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

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## Childcare ROI

**Research shows off-hours childcare assistance reaps a large return on investment**

**C**ompanies reduce employee absenteeism and turnover by offering childcare assistance to employees working overtime, according to the study *Cost Benefits of Childcare for Extended-Hours Operations* by Circadian Technologies, Inc., Lexington, MA. Based on the survey results, a hypothetical extended-hours operation with 1,000 employees achieved a 22 percent return on investment three years after opening an onsite childcare center. After five years, the estimated return rose to 100 percent. At companies with extended-hours operations, parents' difficulties securing childcare assistance contributed to absenteeism, turnover and, as a result, overtime.

### Today's workforce

The study found that 31 percent of America's 24 million extended-hours employees—nearly half of whom are in white-collar or service occupations—care for children under age 18. Approximately 28 percent of American women regularly work nights, evenings or weekends and 3.5 million extended-hours employees are mothers with children under 18. Less than one percent of U.S. facilities with extended-hours operations provide access to nearby or onsite



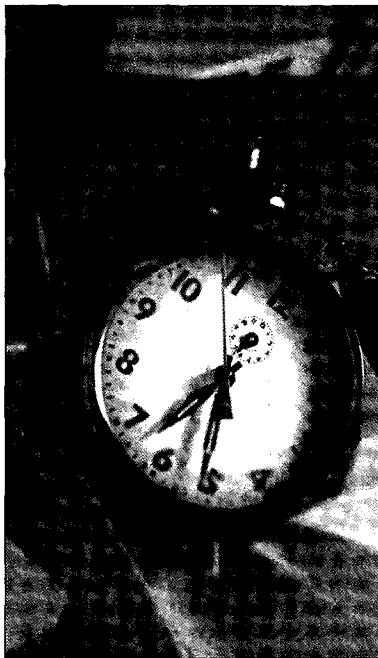
extended-hours childcare facilities. In contrast, 11 percent of daytime operations sponsor childcare facilities, while another 20 percent offer resource and referral services.

### Curbing costs with childcare

At extended-hours operations, costs associated with absenteeism decreased by \$300 annually per employee when some form of extended-hours childcare was available. Furthermore, turnover rates among extended-hours employees decreased from 9.3 percent to 7.7 percent when the company offered extended-hours childcare services, due in part to improved employee loyalty and morale. Given the \$25,000 average cost of recruiting and training each new extended-hours employee, this employee service represents a savings opportunity. At extended-hours operations, overtime decreased by a third (from 12 to eight percent) when the company offered extended-hours childcare in the vicinity of the workplace. The decrease in overtime presumably was due to a lesser need for coworkers to cover for absences caused by another employee's childcare problems.

### A winning employee service

According to Jennifer Allen, *Publications* editor and the study's author, "Parents working extended-hours shifts—particularly those who are divorced or single—often must cobble together a patchwork of caretakers, relying alternately on a spouse or partner, relatives, childcare providers, neighbors, or friends. They often shuffle children between baby sitters from week to week to avoid burdening a friend or relative. Not only does such unpredictability upset children's need for routine, but these parents



are more likely to experience a breakdown in childcare that forces them to miss work."

Allen predicts childcare benefits, either onsite or locally, will greatly benefit companies with 24/7 operations. "Companies running extended hours have higher absenteeism and turnover to begin with, so a childcare benefit may reduce those costly problems more dramatically," she explains. As the economy improves and competition for employees stiffens, companies with childcare benefits will gain a competitive edge in recruiting and retaining skilled extended-hours employees.

Circadian's findings are based on a review of existing literature and the firm's annual survey, which encompasses data from 10,500 extended-hours employees in 60 companies and managers at over 1,000 companies representing approximately 150,000 employees across all major industry sectors. According to Circadian's 2003 *Shiftwork Practices Survey*, absenteeism for extended-hours employees averaged 4.9 percent

versus 2.1 percent for the general working population. Turnover for extended-hours employees was 9.3 percent versus 3.4 percent for all U.S. employees.

### Conclusion

For decades, companies have offered employees access to onsite or nearby childcare facilities and, as a result, increased employee morale and improved recruitment and retention. Employees are attracted to companies offering childcare assistance because it helps them balance their work and personal lives and gives them piece of mind. Extended-hours operations often struggle to provide extended-hours employees with the same quality employee services enjoyed by employees with traditional work hours. When only daytime workers can enjoy the company's employee services, extended-hours employees feel neglected and unappreciated. This blow to morale can lead to absenteeism and turnover. With new research outlining the benefits of extended-hours childcare assistance, extended-hours operations should research the advantages of offering childcare services to improve the bottom line and boost morale. **esm**

*The international research and consulting firm Circadian Technologies, Inc., Lexington, MA, assists companies with extended-hours operations to improve profits by increasing productivity and reducing increased costs, risks and liabilities. For more information, contact Tracy Maddaloni at (781) 676-6924, [tmaddaloni@circadian.com](mailto:tmaddaloni@circadian.com) or visit [www.circadian.com](http://www.circadian.com).*

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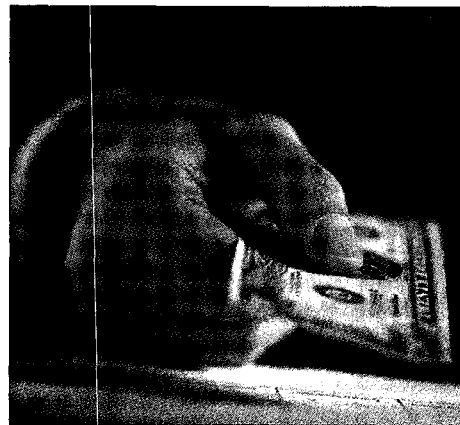
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# Partnering with a credit union



**How credit unions help employees save money without breaking the corporate bank**

By Tom Alter

**P**remium rates for managed care health insurance will rise nearly 13 percent in 2004, according to a Corporate Research Group survey of more than 50 major employers, coalitions and health plans in 25 states. Although such an increase is slightly less than those of the past two years (15.5 percent for 2003 and 15 percent for 2002), it is still nearly seven times today's inflation rate. The rise in health insurance, as well as a weak economy, will force employers to limit employee services or shift their costs to employees. Unfortunately, the result will be a decrease in employee morale. An ideal solution to employees' financial burdens is offering them membership in a credit union. Credit unions serve as not-for-profit financial cooperatives that provide loans to their members at reduced interest rates. As an employee service, they save employees money with minimal impact on the bottom line.

Thousands of companies of all sizes and demographics are proving that the world of credit union membership changed dramatically in recent decades. Companies offering credit union memberships to

employees provide competitive interest rates on savings and loan terms. In some cases, credit unions offer contemporary financial service options many consumers associate only with large banks.

# Companies offering credit union memberships to employees provide competitive interest rates on savings and loan terms

## How they work

Credit unions are chartered either by the federal government or state government. Each institution's charter specifies who is qualified to join. A typical credit union is organized via a charter to serve groups of employees, community groups or association members. Some credit unions partner with employers of all sizes, usually in specific geographic locations, to offer employees memberships. These credit unions can accept employees of companies located within a specific radius of any of their branch locations. By contacting an individual credit union or visiting its website, you will learn more about the terms of its charter and its membership policies, including whether it is able to accept your employees as members.

The National Credit Union Administration (NCUA), Alexandria, VA, is the independent federal agency that charters and supervises federal credit unions. With the backing of the U.S. government, the NCUA insures the savings of about 80 million account holders in all federal credit unions and many state-chartered credit unions. Throughout the U.S., the NCUA insures credit union deposits of up to \$100,000. In the U.S., 84.7 million people belong to 9,850 credit unions, with U.S. credit unions holding total assets of \$620 billion. For more information, visit the NCUA website at <http://www.ncua.gov>.

## Providing convenience

No matter how many physical locations they operate that are devoted exclusively to their members, many credit unions also offer services at credit union National Shared Service Center (NSSC) locations. This national network of credit unions is committed to expanding services to their members through Shared Service Center Outlets and stand-alone centers. By sharing facilities, credit unions offer greater convenience with more locations for members to access their accounts, often with extended hours. There are nearly 1,100 NSSC locations in 33 states. Individual members share in ownership of their credit unions and benefit from their institutions' earnings via low interest rates on loans and high interest rates on savings accounts. Credit unions must return their earnings to members or invest them in services that members want.

## A turn-key program

The quality customer service typical in the credit union industry reduces employees' stress levels as they manage their financial affairs, enabling them to

be more productive. According to the *American Banker Newspaper's Annual Customer Satisfaction Survey*, for the past 10 years, credit unions were ranked number one in customer satisfaction among all financial institutions.

Joan Morrison agrees. A credit union member since her days in the Accounting and Human Resource and Employee Relations Departments at Unisys, Blue Bell, PA, Morrison is now the human resource manager at Virginia Tile, Farmington Hills, MI. The tile distributor offers credit union membership to its 200 employees and about 40 percent currently utilize the service.

"As a human resource manager, I am very sensitive to the need to provide good service to my 'customers'—our employees," Morrison says. "I expect the same high-quality service myself and want it to be the norm at any organization serving our employees. For example, if an employee can get a very fast response on an auto loan application when a car has to be replaced quickly, I know that has a positive impact from a work and productivity standpoint," she explains.

## Choosing a credit union

Beyond the expected appealing interest rates in loans and savings programs, what should a credit union offer employees? When considering credit union member-



### Sidebar A

#### CREDIT UNION SERVICES

*Look for the following services when choosing a credit union:*

- \$ Deposits
- \$ Withdrawals
- \$ Competitive Rates on Auto, Home, and Unsecured Loans
- \$ Loan Payments
- \$ Transfers Between Accounts
- \$ Checking, Savings, Money Market, and Certificates of Deposit
- \$ Checking Without a Minimum Balance Requirement
- \$ "No Fee" Services for Account Transactions
- \$ Money Orders
- \$ Travelers Checks
- \$ Account Inquiries and Statement Printing
- \$ Direct Deposit
- \$ Deposits Insured Up to \$100,000 by the National Credit Union Administration (NCUA)
- \$ Additional Deposit Insurance Coverage
- \$ Online Banking
- \$ Bill Payment Services
- \$ 24-Hour Telephone Banking
- \$ ATM Deposits
- \$ Convenient Locations
- \$ Extended Hours
- \$ Nationwide Access

ship as part of an employee services program, here are some factors to reflect on during the decision-making and selection process:

- **Consider the menu of services.** If employees are tech-savvy, they are likely to appreciate a broad range of electronic banking services, such as an online bill-paying option. Some credit unions are expanding online services beyond bill-paying to include secure access to account information in "real time," electronic statements, online loan applications, and customer service online chat services.

- **Know your employees' primary needs.** Morrison emphasizes that, in her experience, most employees desire access to a multitude of national ATM services, which is currently available from many credit unions.

- **Ask about investment management services.** By utilizing national investment networks, some credit unions offer investment management services to their members. These services appeal to families saving for educational expenses, retirement or larger homes. Employers with younger workforces, whose employees are just beginning to work toward long-term financial goals, may find that investment services are an especially popular credit union service.

- **Tailor the program to the workforce.** Some credit unions offer specialized services such as savings and financial education programs for members' children and newsletters that offer financial management tips targeted to young adults, parents, empty nesters, and retirees. In many cases, credit union representatives will visit a member's work site to offer informational programs and lunchtime seminars on financial topics such as identity theft or safely using electronic financial services.

- **Make sure the program is "turn key."** Look for a credit union that will provide internal promotions, presentations and materials that inform employees about the credit union's membership and services. A credit union with an active promotion program provides a membership benefit that is truly "free" to the employer, by not requiring large time commitments from the employee services or human resource staff. Internal staff members should only serve as liaisons with the credit union, without spending a lot of time answering employees' questions.

- **Strive for convenience.** Inquire about whether the credit union can help you save on payroll expenses by encouraging employees to sign up for direct deposit.

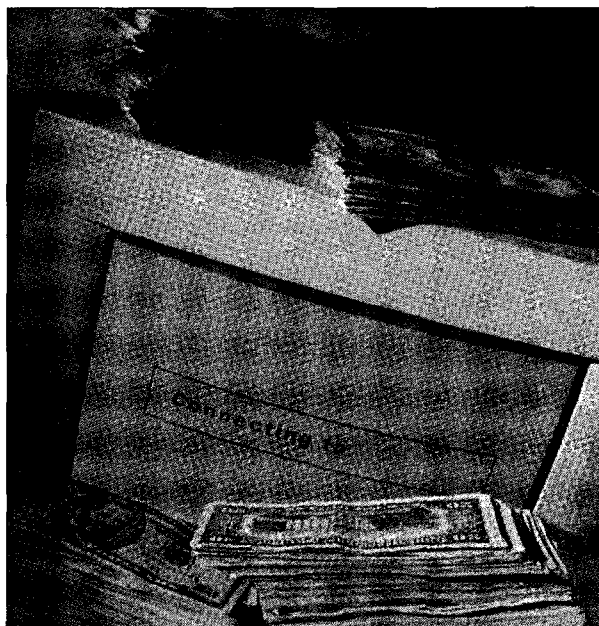
- **Consult with management.** As you consider bringing a credit union into the employee services program, the credit union's representatives should present its services to your management team to ensure the goals match between your company and the credit union.

## Conclusion

When employees must accept reduced benefits, pay more of their employee services expenses or choose between continuing employee services and raises in salary, any positive news on the services list can boost employee morale and loyalty. As the first wave of retiring Baby Boomers leaves the working world and fewer young employees enter the job market, employee loyalty is more critical than ever. Providing credit union membership demonstrates that the company continues to care about its employees' financial health, while striving to keep expenses low on the employee services front.

**esm**

*Tom Alter is executive vice president of USA Federal Credit Union, Auburn Hills, MI. USA Federal partners with 180 companies to offer credit union membership as an employee benefit. Alter also serves on the National Association of Federal Credit Unions' Education and Conference Committee. For more information, visit <http://www.usafcu.org>.*



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# Eldercare trends

**Eldercare services boost morale, enhance a company's image and meet the needs of an aging workforce**

By Renee M. Mula

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**N**early 50 percent of employees will take on eldercare duties over the next few years, according to *The Metlife Study of Employer Costs for Working Caregivers* by the Metlife Mature Market Institute, Westport, CT, and the National Alliance for Caring, Bethesda, MD. With this in mind, Employee Services Management (ESM) Association selected "eldercare services" as the topic of its next Quarterly Survey. ESM Association's *Eldercare Survey* shows that the popularity of eldercare services holds steady in 2004, with companies citing resource and referral services as the most popular program for helping employees care for elderly relatives. Most employers plan to retain eldercare services, identifying "improved morale" as a primary reason for offering these services. Use this survey to determine if eldercare services could benefit your workforce.

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In December 2003, ESM Association developed the *Eldercare Survey* using the survey administration website SurveyMonkey.com and e-mailed it to ESM Association Members. The survey provided a 20 percent response rate, with the results encompassing responses from 199 ESM Association Members responsible for managing a diverse range of employee services.

## **Popular eldercare services**

ESM Association's *Eldercare Survey* found that 46 percent of respondents offer programs to address employees' eldercare issues. Of those offering eldercare services, 39 percent employ less than 1,000 employees locally. The most common program offered is eldercare resource and referral services (61 percent). With these

Chart A

offerings, companies provide information on eldercare support groups and literature from private, state and federal agencies and organizations.

The second most popular offering is Employee Assistance Programs (EAP) providing eldercare services (56 percent). This program typically provides assessment, referrals, information, and support to employees and their families going through or planning for the care-giving experience with loved ones. Oftentimes, employees contact an EAP counselor to discuss their personal situations, identify current problems and develop plans of intervention.

Over 45 percent of companies provide eldercare seminars to educate employees about various care-giver issues. Other popular eldercare services include resource materials such as books or videos (44 percent), long-term care insurance for eldercare use (35 percent) and paid sick leave for eldercare issues (33 percent).

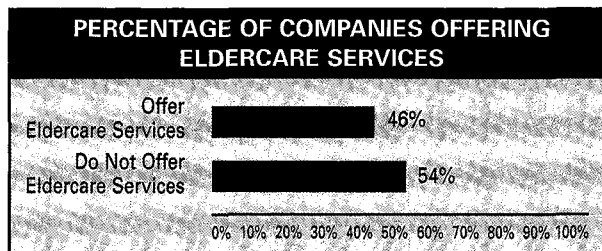
### Improving eldercare programs

Of those companies offering eldercare services, 19 percent plan to improve upon their eldercare services in the next year. Of those planning for improvements, 29 percent will enhance their existing services, 14 percent will add new services and another 14 percent will do both. The top eldercare services that companies plan to add include eldercare seminars (39 percent), eldercare resource and referral services (31 percent) and legal or financial counseling on eldercare issues (31 percent). Other services companies plan to add include support groups for caregivers (15 percent), Employee Assistance Programs (EAP) providing eldercare services (15 percent), eldercare vendor fairs (15 percent), and long-term care insurance for eldercare use (15 percent).

Although 81 percent of respondents say their companies do not plan to improve upon their eldercare services in the next year, 71 percent of them plan to retain their existing eldercare services. Twenty-nine percent of companies without plans for improvement are unsure of the future of their eldercare programs.

### Why companies offer eldercare

Of those companies currently offering eldercare services, 52 percent say they do so to improve morale, while 48 percent say they offer these services to enhance the company's image as an employer of choice. Forty-four percent of companies offer eldercare services to fulfill employees' requests and another 44 percent say they offer these services because their employee demographics reflect an aging work-



force. Additional reasons companies offer eldercare services are to decrease absenteeism (33 percent), to boost productivity (33 percent) and to reduce turnover (24 percent).

Just over 54 percent of respondents say their companies do not offer programs to address employees' eldercare issues. Of this group, 42 percent say a lack of funds prevents them from offering eldercare services. Likewise, 37 percent of respondents without eldercare services do not consider eldercare to be a workplace issue. Additional reasons why companies do not offer eldercare services include limited staff time (35 percent) and lack of management support (26 percent). Of those companies without eldercare services, 86 percent say they do not have plans for implementation at this time.

### Conclusion

Corporate America loses \$29 billion a year due to absenteeism, lost productivity and turnover among employees caring for elderly relatives, according to *The Metlife Study of Employer Costs for Working Caregivers*. These statistics prove employees' growing needs for employer-sponsored eldercare assistance. With 46 percent of companies already offering pro-

Chart B

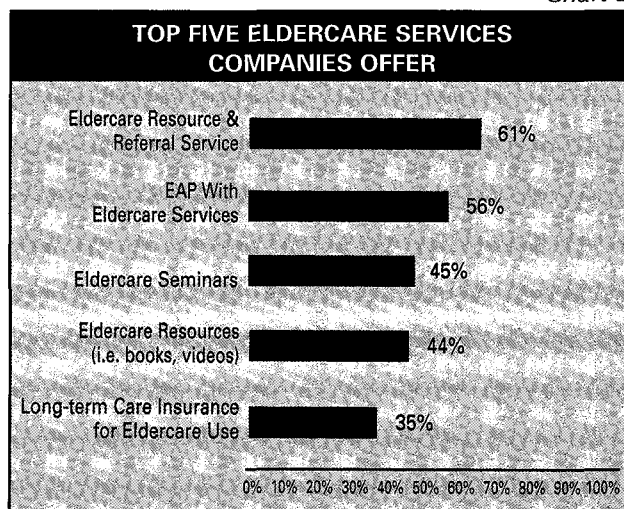
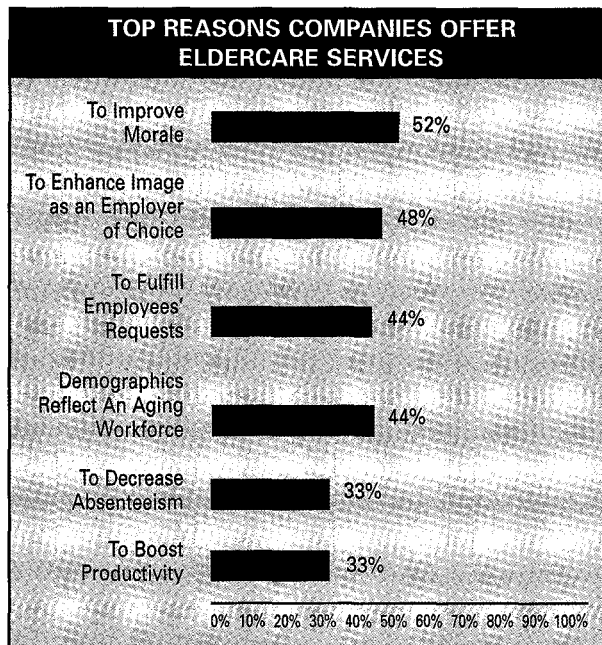


Chart C



grams to address employees' eldercare issues, many employers already understand the benefits of helping employees balance their work and eldercare responsibilities. Employee services providers who do not offer eldercare services due to a lack of funds should note that many eldercare services—such as resource books, videos, seminars, and vendor fairs—are low-cost programs that require minimal staff time. Oftentimes, employees do not discuss eldercare issues in the workplace. Whether or not you believe eldercare is an issue at your company, consider sharing this survey summary with management. It may prompt your employer to survey employees to uncover their eldercare needs. Even when employee services providers implement the most basic eldercare services, they help a portion of the workplace feel informed and not alone. **esm**

*Renee M. Mula is director of communications and editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [reneeemula@esmassn.org](mailto:reneeemula@esmassn.org).*

## Ask questions

## Get answers

### ESM Association's Listserve Service

Ask your ESM Association peers for professional advice via e-mail. Let ESM Association present your questions to our members and send you their responses via e-mail.

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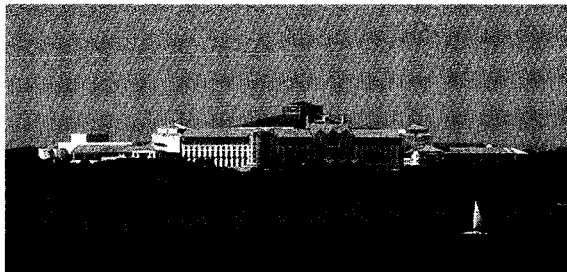
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Fax form to ESM Association: (630) 368-1286 or e-mail this information to [esmahq@esmassn.org](mailto:esmahq@esmassn.org).



*ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit Presents*

# ***Building for the Future***

***Initiating Change, Taking Risks and Putting  
Program Ideas into Motion***

Today's top companies credit employee services as helping them build and maintain productive and content workforces. Come join hundreds of employee services providers, human resource managers and work/life professionals as they learn to construct and reinvent employee services programs with the hottest trends and approaches in the industry. Here's how our session leaders will direct you in building a solid foundation for the future of your employee services programs during this powerful, spirited event.

## ***Personalize Your Education***

### **Best Practices Track**

Trailblazers guide you through trade secrets in the employee services profession. Each session explores the development of a top employee services program.

### **Strategic Networking Forum**

ESM Association's E-Mail Listserve comes to life as attendees ask for advice, share their experiences and learn from peers during discussions facilitated by tenured employee service providers.

### **Chapter Board Roundtable**

ESM Association Chapter Board Members network, benchmark and discuss new approaches to recruiting volunteers.

### **Unlimited Resources**

ESM Association's Exhibit Hall helps you secure a bright future for your employee services programs with access to online services, ready-made programs, convenience services, promotional items, discounted travel attractions, and much more.

### **Evening Special Events** (nominal fee)

Enjoy dinner, networking and a "Texas-sized" experience at Circle R Ranch, where the hospitality is set amidst 100 acres of green rolling hills and an open pasture in the North Texas countryside. Circle R Ranch offers attendees line-dance instruction, guided horseback trail rides, horse drawn hay wagon rides, a mechanical bull, a guest quick-draw competition, and much more.

### **Pre-Conference Facilities Tour** (nominal fee)

During this Best Practices "Interactive" Session, conference attendees will journey on a tour of local ESM Association Members' facilities. Frito Lay, Plano, TX, is offering attendees a presentation and discussion on how the company came to value employee services, followed by a tour of their facilities and a sample Frito Lay product. The Lockheed Martin Recreation Association (LMRA), Ft. Worth, TX, invites attendees to explore its extensive facilities and enjoy lunch and a presentation outlining the growth and success of its employee services programs. Attendees will leave from the hotel Thursday morning and return before the conference's afternoon Opening General Session.

# Testimonials

## Quotes from ESM Association's 62nd Annual Conference & Exhibit Evaluations (2003)



**Lisa Finch, human resource representative, BroMenn Healthcare, Bloomington, IL:**

"I came away with a lot of great ideas, and felt invigorated and ready to make changes in my organization. It was good to talk with others who are going through the same struggles and to listen to how they handle employee services in their organizations. The exchange of information was invaluable."

**Jennifer Morgan, senior workforce specialist, Bechtel Nevada, Las Vegas, NV:**

"I always benefit from the networking opportunities, whether it's from sessions, sitting next to someone at a function, or in the Exhibit Hall. It's always beneficial to see what has and has not worked for others, and their lessons learned."



**Melissa Roe, president, Melrose Enterprises, Tampa, FL:**

"The roundtable sharing sessions were great. Everyone was very helpful and I brought home some new ideas."

**Jennifer Elswick, employee relations coordinator, St. John's Health System, Springfield, MO:**

"I got some great event ideas and some new contacts for programs we would like to implement. Also, it made me realize how fortunate we are at St. John's to have so much support from Administration."

**Kim Colopy, store manager/activities coordinator, Grange Insurance Co., Columbus, OH:**

"All the sessions that I attended were very informative. It is great to know our company is right on track with what others are doing and I got good ideas to take back."

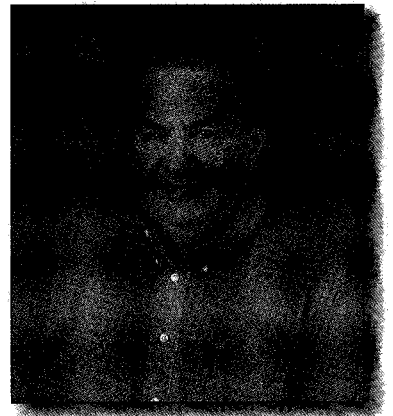
employee services management

**esm**

ASSOCIATION

# Spreading the word of employee services

An Interview with Clay Clark, CESM,  
ESM Association's 2004 President



Clay Clark, CESM, office services manager, Rolls-Royce, Indianapolis, IN, chats with *Employee Services Management (ESM) Magazine* about his presidential goals, how ESM Association's Conference & Exhibit helps him do his job and why employee services are essential during a weak economy.

## As ESM Association President

*ESM Magazine:* What are your presidential goals?

**Clark:** For 2004, I would like to see ESM Association membership continue to grow. I encourage members to build their awareness of ESM Association's member services and spread the word about the organization. I also plan to build strong relations with chapter leaders and remain informed of their accomplishments.

I wish to meet the members who quietly enjoy ESM Association from the next-to-last row at chapter meetings and conference sessions. We need them to get involved. Those members will make our future. They are the ones that become outstanding board members, chapter leaders and ESM Association advocates.

*ESM Magazine:* How would you describe your leadership style?

**Clark:** When I was in retail sales, I picked up bits and pieces of traits from numerous people I worked with over the years. I combined them all to make my own style. I suppose I've applied this method in my involve-

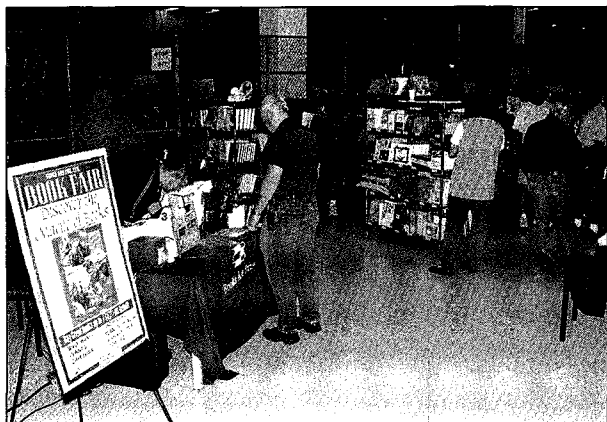
ment within ESM Association. Our Past Presidents are huge influences on me, as well as the Foundation, the ESM Association Headquarters' Staff, the Board of Directors, our Associate Members, and all of our General Members. It is their spirit, enthusiasm and dedication that brought me from the next-to-last row to the position of 2004 President.

## As an ESM Association Member

*ESM Magazine:* How were you introduced to ESM Association membership?

**Clark:** Alyce Sarno, a former manager, received notification of a local meeting. I attended that meeting, discovered that I knew some of the members and developed an immediate passion for the organization. After reporting back to Mrs. Sarno about my thoughts on the organization, she requested information regarding annual membership. We felt the cost of joining was small compared to the benefits to our employees. We joined and have attended every Annual Conference & Exhibit since that time.

## Spreading the Word



Employees sift through book titles at Rolls-Royce's 2003 Book Fair.

**ESM Magazine:** Tell us about your involvement at the chapter level.

**Clark:** Several of our charter members are still highly active. I think that is a good illustration of how much the Central Indiana Chapter members currently value ESM Association and have since the beginning. I have always been impressed by the chapter's openness and our leaders' abilities to ensure members feel welcomed and involved. I've seen the same culture at the national level.

After getting more involved and attending the meetings, I was invited to join the Central Indiana Board of Directors. At the end of my second year, I was nominated as vice president. The following year, I was nominated to the president position.

In 2003, I was concerned that our chapter bylaws did not include a forced rotation of duties. Recently, the Central Indiana Chapter changed the bylaws to assure that one person does not hold the position so long that other members are not encouraged to be active. This system will be key in maintaining a strong chapter.

**ESM Magazine:** What value can employee services providers obtain from attending ESM Association's Annual Conference & Exhibit?

**Clark:** One of the reasons I am involved with ESM Association is my appreciation for the quality of the Annual Conference & Exhibit. ESM Association does an outstanding job of balancing entertainment and fun with quality employee services education. When I initially became involved with ESM Association, I was responsible for the Company Store. By visiting the Exhibit Hall at my first conference, I took plenty of business cards and I brought back discounts for

employees at no cost to the company. After implementing these new services, the Company Store's annual sales more than doubled.

### In your career

**ESM Magazine:** Please provide an overview of your employee services program?

**Clark:** The Rolls-Royce employee services program includes the following services:

**Suggestion Program**—All employees are invited to provide suggestions on how to improve company processes. The program awards two \$25,000 vehicles from a drawing, which includes anyone submitting a suggestion from the previous year. In 2003, we calculated \$4,481,657 in savings from ideas generated from this program.

**Recreation**—The recreation program includes a softball league and tournament, two golf tournaments, a basketball league and tournament, a bass fishing tournament, and a deer hunting tournament.

**Special Events**—A committee oversees our Open House to showcase Rolls-Royce to employees' families. The event includes facility tours, games, rides, prizes, food, entertainment, and celebrity appearances.

**Company Store**—Rolls-Royce has two Company Stores open daily and a website featuring employee discounts, which includes a link to ESM Association's online buying program, onMYtime.com.

**Health Fairs**—We hold bimonthly Health Fairs, offering a variety of health-related screenings and information.

**Community Services**—Rolls-Royce is involved with Heartwalk, United Way, Habitat For Humanity, Clothe-A-Child, and robotics programs with local high schools.



Clay Clark awards door prizes to employees participating in the Rolls-Royce Golf Tournament.

*ESM Magazine:* How is your program funded?

**Clark:** Our programs are budgeted from company funds. Due to the scope and response of our golf tournaments, participants pay an entry fee to partially fund those events.

*ESM Magazine:* What new services would you like to implement to improve your program?

**Clark:** We are currently discussing the expansion of our recreation programs. Every year, we expand our employee discount program. For example, we implemented health fairs, daycare discounts and fitness center discounts this year. Furthermore, our celebration of the 100<sup>th</sup> Anniversary of Rolls-Royce in Indianapolis will change the scope and image of Rolls-Royce and future Open Houses. Rolls-Royce's management and our Open House Committee planned the event as a special day for the entire family.

### In the field

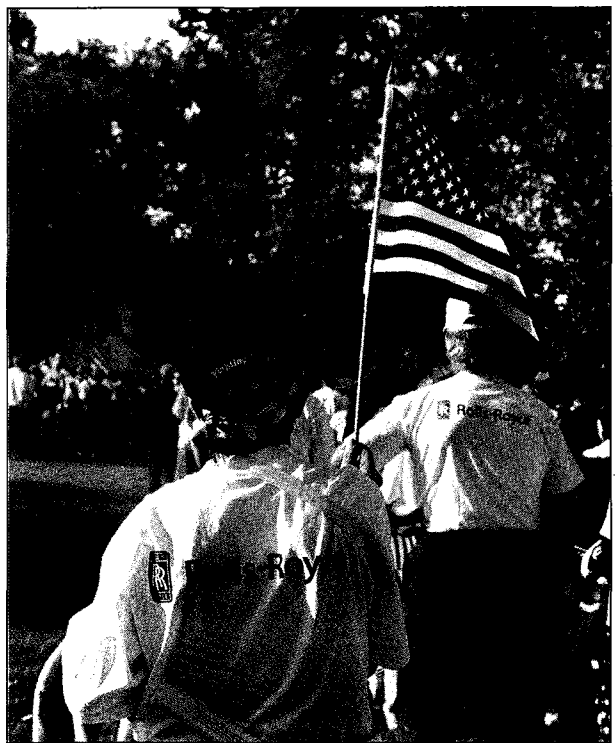
*ESM Magazine:* What perception do you think corporate America has concerning employee services? Does this image need to change? If so, in what way?

**Clark:** An employer's attitude either affects or infects the entire workforce and the bottom line. I am concerned that a future glitch in the economy will cause some employers to reduce employee services. In times like these, when the bottom line is a major concern, employee morale should also be a concern. The best and least expensive method of boosting morale is through a strong employee services program.

*ESM Magazine:* How do you see employee services relating to recruitment and retention?



**A Roll-Royce Santa helps collect donations for the Clothes-A-Child Program to help local school children and their families during the holiday season.**



**A heart disease survivor cheers on Roll-Royce employees participating in the American Heart Association's American Healthwalk.**

**Clark:** It is no secret that companies that maintain an extensive employee services program have a huge advantage over companies that do not. The companies that are the most interested in recruiting and retaining talented employees also promote and support a successful employee services program. Employers interested in being an employer of choice automatically understand the importance of offering such services. They not only support employee services, but are visible and active in the programs.

*ESM Magazine:* How can employee services providers solidify their positions at their companies?

**Clark:** Providing constant feedback is the key to solidifying your position within the company. I share the success of my program with management and recognize employees for their participation, support and appreciation of our programs. This small effort helps prove that employee services motivate employees to be productive and feel content in their work. We use comment cards to survey employees who participate in our programs. Then, we review the cards and share the responses with upper management. Event photos speak volumes as well.

*ESM Magazine:* What are your special interests?

**Clark:** My special interests include ESM Association, travel, reading, and golf. My wife and I enjoy visiting with our children and seven grandchildren. **esm**

# Building for the Future with Employee Services

**Initiating change, taking risks and putting program ideas into motion**

By Christina Higby

**A**s companies anticipate a rebounding economy, employee services providers must maintain a spirited workforce through innovative programs that retain talented, multi-generational employees. This May, learn how to put your ideas into motion and build on existing programs during Employee Services Management (ESM) Association's 63<sup>rd</sup> Annual Conference & Exhibit, May 20-23, 2004 at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine, Grapevine, TX. General Sessions will inspire you to construct unbeatable programs that incorporate fun, increase employees' quality of life and help you successfully deal with the changing workforce. Choose from a variety of informative Concurrent Sessions that offer take-home ideas and trends that are sure to help you perform your job better, boost morale and increase productivity. Utilize ESM Association's Conference & Exhibit as your foundation for building programs that reflect the past and present and are hopeful for the future.

### Opening General Session

#### *Constructing Unbeatable Programs*

The Rev. DeForest B. Soaries Jr., Ph.D., former New Jersey Secretary of State, senior pastor, First Baptist Church of Lincoln Gardens, Somerset, NJ, has been invited to speak

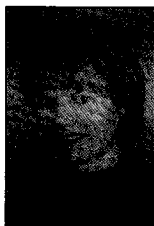


Passionate about service, Dr. Soaries inspires thousands of volunteers, creates dozens of private and public partnerships and teaches business, political and

community leaders how to create invincible remedies for everyday challenges. An internationally-renowned speaker and author, Dr. Soaries is most recognized for his advocacy on behalf of at-risk youth. Having spoken before more than two million youth in the past 10 years, he was invited by former President Bill Clinton and U.S. Secretary of State General Colin Powell to address the call for volunteerism and saving America's at-risk youth at the Presidents' Summit for America's Future at Philadelphia's Independence Hall.

## General Session

*The Win-Win Scenario: How Employers Reduce Costs While Improving Employee Health, Productivity and Quality of Life*



Dr. Timothy Crimmins, vice president for safety and health, General Mills, Inc., Golden Valley, MN; and LuAnn Heinen, director, Institute on the Costs and Health Effects of Obesity, Washington Business Group on Health (WBGH), Washington, DC

An increasing number of overweight and obese people is rapidly becoming America's top public-health issue and hitting corporations and their employees hard in the pocketbook. By successfully addressing this alarming trend, employers can reduce costs while improving employee health, productivity and quality of life. Did you know that inactivity and obesity combined account for almost 10 percent of all health-care spending? This creates an opportunity for employers and employees to work together for a mutual benefit.

This session will highlight the steps leading U.S. corporations are taking to engage their employees in healthy lifestyle management, including weight loss and maintenance. Dr. Crimmins will describe Golden Valley, MN-based General Mills' "Total You" program and share insightful information and success stories. Heinen will discuss initiatives of the Institute on the Costs and Health Effects of Obesity, part of the WBGH, and the approaches employers are taking to meet this challenge.

## General Session

*The Strength of Laughter: Energizing Your Spirit With Humor™*

Joel Zeff, president, Joel Zeff Creative, Dallas, TX



Most ESM Association Member companies know they need to incorporate fun into their workforce, they just don't know how or where to find it. Fun is the most important commodity in the workplace today. Fun increases communication, productivity, teamwork, and creativity. It grants us the energy to reduce stress and overcome challenges. Fun produces passion for our work.

The Strength of Laughter, one of Zeff's most popular topics, focuses on reducing stress, increasing creativity and creating a renewed passion for our responsibilities. He highlights the importance of play in our work lives to create balance. During this session, Zeff takes the

audience on a hilarious journey using interactive participation and surprises. Attendees will walk away from his session smiling, motivated and rejuvenated.

## Closing General Session

*Successfully Dealing With Change*

Carol Price, professional speaker, Professionally Speaking, Madeira Beach, FL



Successfully Dealing With Change will highlight the ability to choose from five specific techniques that create an easier and faster change process. Since you can't count on anything or anyone staying the same, the information in this keynote session will give you three sure-fire approaches to identifying the changes you are unable to control (and how to manage them) and those you can modify or ignore. Once you perfect the skill of maintaining a workable attitude toward change, you will be more productive.

## Networking Functions

*Thursday Evening's Special Event*

*All Attendee Reception*

Rekindle old friendships and create new contacts as conference attendees and Exhibitors encounter networking and fun while enjoying the atmosphere at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine. This awe-inspiring resort welcomes you to an authentic Texas experience. Under its signature glass dome, you'll find a colorful Riverwalk, wide-open Texas Hill Country, the aura of Southwest-style architecture, and the majestic Rio Grande.

*Friday Evening's Special Event*  
*Night on the Town*

*(Transportation Provided)*

Relish the local Texas flavor and history of the Dallas/Ft. Worth area with a night on the town. The Dallas/Ft. Worth area is full of attractions for tourists. Attendees will enjoy plenty of shopping opportunities, tourist attractions, museums, entertainment, sports, great dining, hot nightspots, and recreational activities. Also note the region's history, from Ft. Worth's world famous Stockyards Historic District to Dallas' historic landmark, the West End, where President John F. Kennedy was shot in Dealey Plaza.



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## CONCURRENT SESSIONS

*Take your employee services program to the next level with ideas from these four Concurrent Sessions:*

**Friday, May 21, 2004**

### **Concurrent Session 1**

- Employee Store Marketing
- Unique Travel—Everything From Ethnic Heritage to NASCAR
- Health, Fitness and Wellness Trends
- Programming for Teens & Tweens

**Saturday, May 22, 2004**

### **Concurrent Session 2**

- Best Practices Session: Flint Hills Resources—Total Rewards Experience
- Creative, Effective, Quality Programs With Minimal Resources (panel)
- Volunteerism/Community Services—It Makes A Difference (panel)
- Employee Stores—Trends in Retail

### **Concurrent Session 3**

- Building Coalitions
- Effectively Managing Employee Associations and Clubs (panel)
- The Graying of America—Programming for Retirees
- Trends in Recreation
- Avoid Eldercare Productivity Losses With High-Impact Communication

### **Concurrent Session 4**

- Trends in Special Events
- Demographic Changes Driving the Need for Non-Traditional Benefits
- Managing Without a Script™
- Enhancing Cultural Competence and Managing Conflict

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*Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [christinahigby@esmassn.org](mailto:christinahigby@esmassn.org).*

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|--|------------------------|---------------------|
| <b>ESM Association Organization Member</b> <i>Chapter, General, Individual</i>   | \$695                  | \$725               |
| <b>Register for the Conference and Join ESM Association Today!</b><br><i>Includes membership through 12/04 for new Organization Members only</i>   | \$850                  | \$900               |
| <b>Associate/Supplier Non-Exhibiting</b>   | \$995                  | \$1,025             |
| <b>College Student</b>   | \$175                  | \$200               |
| <b>Retired ESM Association Member</b>  | \$125                  | \$125               |
| <b>One-day Registration</b> \$ _____ (day rate) X _____ (number of days) = _____<br><i>Check dates of attendance</i> <input type="checkbox"/> 5/20 <input type="checkbox"/> 5/21 <input type="checkbox"/> 5/22 | \$230                  | \$255               |

SUBTOTAL: \$ \_\_\_\_\_

| Additional Events (Circle Your Choices)   | Fee for<br>Members | Fee for<br>Non-Members |
|---|--------------------|------------------------|
| <b>Saturday Special Event</b><br><i>Sponsored by Circle R Ranch</i>   | \$15               | \$25                   |
| <b>Thursday Pre-Conference Facilities Tour</b><br><i>Sponsored by Frito-Lay &amp;<br/>Lockheed Martin Recreation Association (LMRA)</i> | \$75               | \$95                   |

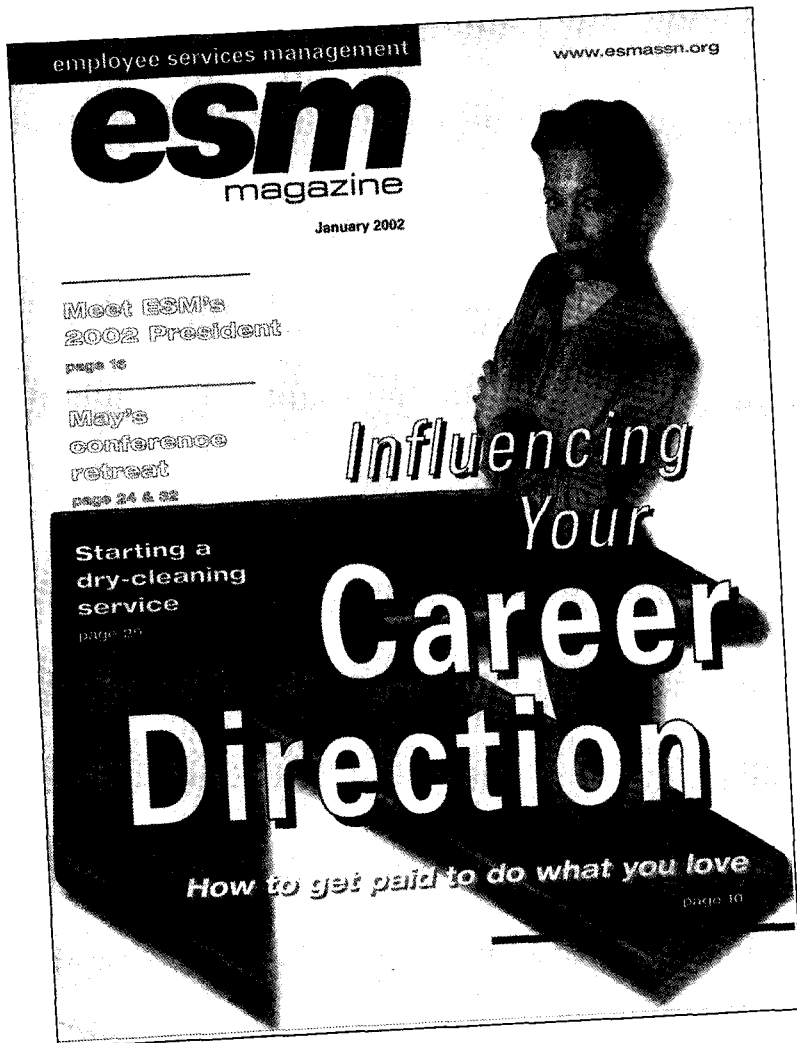
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**Submit a separate registration form for each person. Duplicate copies of this form will be accepted.**

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280. There is a \$125 fee to cancel a registration. The remainder of your registration will be refunded if written cancellation notification is postmarked on or before 4/1/04. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Gaylord Texan™ Resort & Convention Center on Lake Grapevine by calling (866) 782-7897. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine is \$149 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 4/14/04. Children under 16 will only be allowed in the Exhibit Hall on Saturday, 5/22/04.

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## Today's vision, tomorrow's reality

### A sample schedule for celebrating Take Our Daughters and Sons to Work® Day

**O**n Thursday, April 22, 2004, companies nationwide will celebrate the second annual Take Our Daughters And Sons to Work® Day, by inviting employees' daughters, sons, nieces, nephews, and community children between the ages of eight and 12 to visit the workplace. Created by the Ms. Foundation for Women, New York, NY, Take Our Daughters And Sons to Work® Day addresses the needs of girls and boys by bringing forth better integration of work/life responsibilities.

This program provides a forum for girls and boys to share their ideas about the workplace of the future with the companies who will someday employ them. Interactive workplace activities encourage children to think about how they can achieve their dreams of a career and family life. This year's theme, "Today's Vision, Tomorrow's Reality," represents how the nation's daughters and sons envision their future lives at work, home and within their communities. Giving a voice to their vision today will help create a reality for their dreams of the future.

#### A day of education and fun

Planning for Take Our Daughters And Sons to Work® Day requires preparation, creativity and help from employee volunteers. Use this day to show the

future generation of employees how the company affects everyday life. Coordinate interactive programs such as a roundtable discussion, a guided tour of the office or hands-on workshops with a few departments. Here is a sample schedule of a company's Take Our Daughters And Sons to Work® Day:



9:00 a.m.-10:00 a.m.

**Registration and breakfast.** Welcome parents, relatives, mentors, girls, and boys to the event by introducing yourself and the company. Include a brief overview of what to expect throughout the day. To introduce this year's theme, "Today's Vision, Tomorrow's Reality," briefly discuss the company's vision and how employees meet objectives.

10:15 a.m.-11:15 a.m.

**Icebreaker and introduction.** During the first few minutes of this timeframe, prepare an activity that requires participants to move around the room and meet each other. Ask students to introduce themselves by saying their names, ages and what schools they attend. Spend the remainder of the time asking the boys and girls to share their ideas about today's workforce and their dreams of a future work-

## PLANNING TIPS

Whether you work for a large corporation, a small business or an association, you can impact children's lives by exposing them to new ideas and opportunities. Below are some tips for planning a memorable Take Our Daughters And Sons to Work® Day:

**Create a planning committee.** Involve different departments and employees at every level of the organization. At least two months before the date, extend an invitation to everyone, encouraging them to assist in the planning and participation of the event.

**Keep activities short.** Plan interactive activities that are 45-55 minutes long.

**Encourage the company to adopt a group of girls and boys.** Contact a local school, public housing authority, shelter, or organization for underprivileged children and inquire about hosting a group of children at your workplace.

**Talk to school officials about Take Our Daughters And Sons to Work® Day.** Work with the children's teachers to let them know that the girls and boys will miss school to attend Take Our Daughters And Sons to Work® Day. Create a permission slip that the children can take back to their teachers.

**Create a participation form or checklist.** Children can take this back to school to demonstrate their participation in educational activities at your workplace.

**Keep children safe.** Provide adequate safety and protective gear for girls and boys and ensure the company offers a range of sizes.

force. Prepare a few detailed questions that call for the children to think about what they want their own jobs to entail. For example, "What do you want to be when you grow up?" "Is this job serious or hard?" "Will you have fun while you're at work or will it be boring?" "How many hours a week will you spend at your job?" "Will your job allow time for family?" As the students provide answers, record them on a chalkboard, marker board or flipchart. After discussing these ideas, separate participants into smaller groups and give them time to draw or create collages that depict their future jobs and workplace.

11:20 a.m.-12:20 p.m.

**Ask the adults.** A month before the day, recruit a group of employee volunteers from different

departments. Inform employees ahead of time that the children will interview them, asking questions about their job responsibilities and how they balance their work and personal lives. During this time period, allow children to ask the adults questions about their responsibilities either one-on-one or in a panel. You may start the discussion by stating: "We discussed what we want our jobs to be like in the future. Some of the ideas we talked about are holding jobs that are fun, where we can learn new things and where our work matters. What matters most to you in your job?"

12:25 p.m.-1:00 p.m.

**Tour the office.** Before the event, notify management, departments and employees that the group will tour the office dur-

ing this time. Include different departments, onsite facilities, employee stores, and unusual offices or services that define your company's culture and that the children will find interesting.

1:00 p.m.-2:00 p.m.

**Lunch.** If the company can afford it, provide lunch for all participants. However you plan lunch, ensure that the adults and children are able to spend some quality one-on-one time together.

2:15 p.m.-4:20 p.m.

**Department workshops.** Split this time into two slots and spend an hour in two different departments. For example, spend the first hour with the Advertising or Marketing Department and the second hour with the Human Resource Department. Ask each

department for volunteer representatives to prepare a department-specific discussion and activity for the children. For example, a representative from the Advertising/Marketing Department can help the girls and boys create their own marketing campaign while representatives from the Human Resource Department can teach the children interview techniques and conduct mock interviews.

4:20 p.m.-4:30 p.m.

**Closing remarks.** Review the items you want the children to take back to the classroom and share with teachers and peers. Thank the girls, boys and employees for participating in Take Our Daughters And Sons to Work® Day, and recognize

volunteers for their time and assistance. Take this opportunity to distribute gifts to participants and/or volunteers.

### Conclusion

Take Our Daughters And Sons to Work® Day encourages children to realize their dreams at work and in life. It presents the opportunity for employees' daughters, sons, nieces, nephews, and children in the community to learn from an adult's years of experience on the job. The day offers employees a chance to talk realistically with children about balancing work and life responsibilities and what each generation can change together. Employees appreciate the time and experience of sharing their lives

with children and the opportunity to discuss the value of the company. For more planning ideas, visit the Ms. Foundation for Women's Take Our Daughters And Sons to Work® Day website at [daughtersandsonstowork.org](http://daughtersandsonstowork.org). **esm**

*The Ms. Foundation for Women, New York, NY, is a national, multi-issue public women's fund creating strategies for improving economic opportunities for women in the U.S., safeguarding women's health and safety and helping girls sustain their self-confidence and vitality. For more information, contact the Ms. Foundation for Women at (800) 676-7780 or [tods@ms.foundation.org](mailto:tods@ms.foundation.org).*

# Become a Certified Employee Services Manager (CESM)

CESM stands for Certified Employee Services Manager and it serves as ESM Association's and the employee services profession's recognized certification designation.

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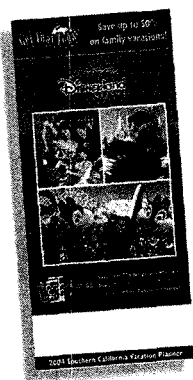
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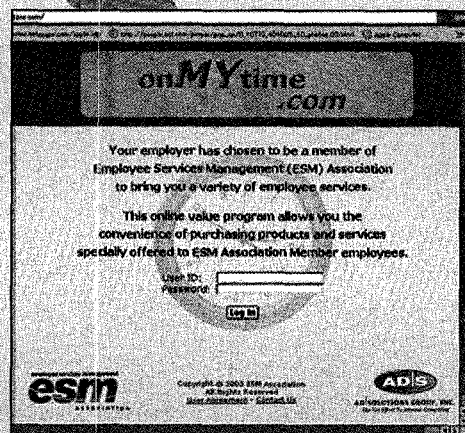
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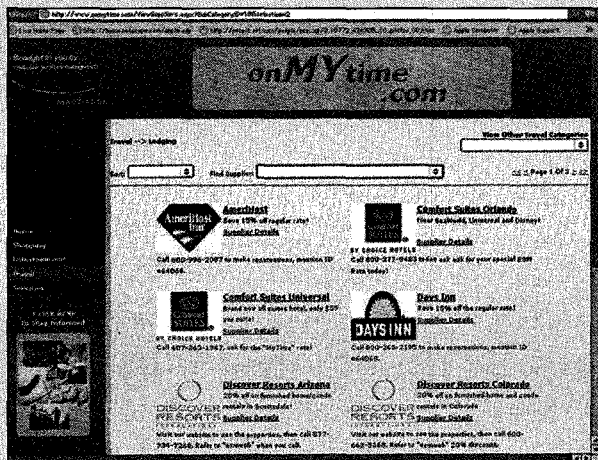
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magazine

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## Register today for Conference & Exhibit

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# Getting to Know You

**Employee loyalty** is a key to business success. Learn how to build a loyal workforce.

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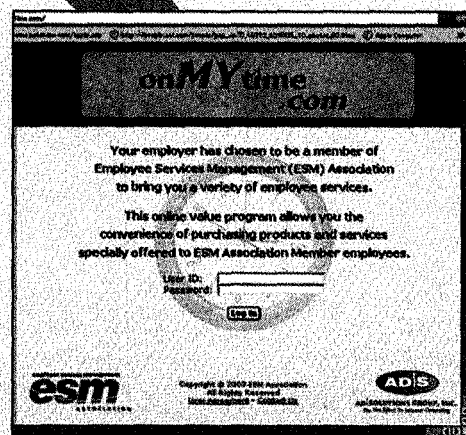
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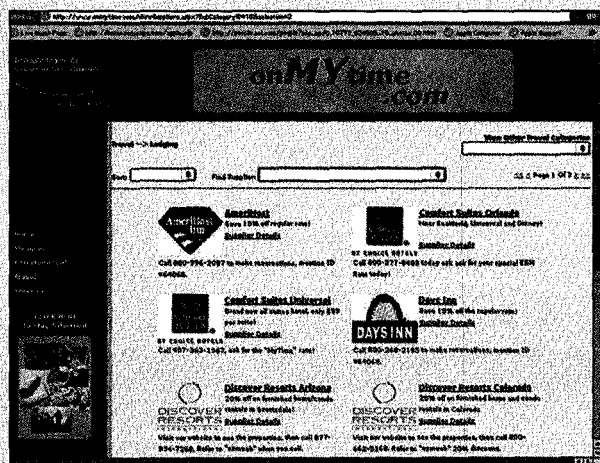
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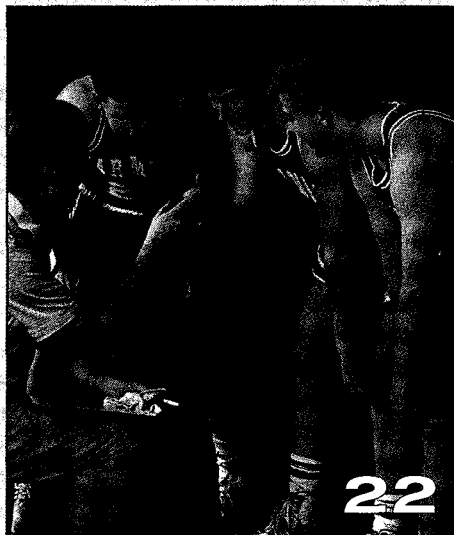
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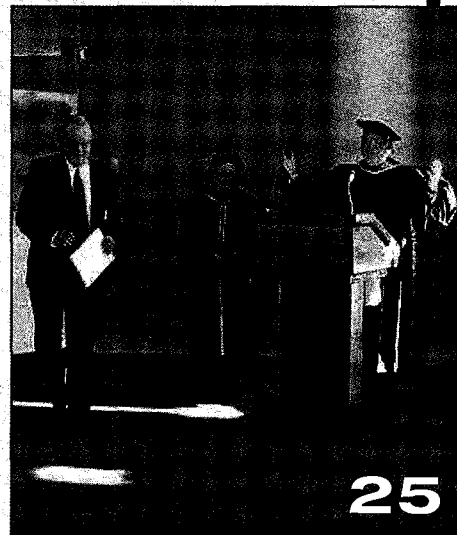
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Don't blame the Internet for a lack of customer loyalty. Employee store managers have the power to evoke repeat business—they just need the right formula. Apply the five principles of customer loyalty to your daily activities and watch customers repeatedly buy in your store.

#### **12 Hot in the Exhibit Hall**

Read the list of suppliers planning to exhibit at ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit. Then, view the Exhibit Hall Floor Plan and map your route to an insider's look at the hottest products and services for employee programs.

#### **18 Top HR executives**

The National Academy of Human Resources (NAHR), Santa Fe, NM, honors its 12<sup>th</sup> Class of Fellows as influential leaders in the human resource field.

#### **22 After-school programming**

Boost the productivity of working parents by supplying them with facts about community after-school programs for children ages 6-18.



## Big Texas Fun

**T**his year, hundreds of employee services providers and human resource managers will enjoy ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit, May 20-23, 2004, at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine, TX. This year's event promises to be more exciting than any other ESM Association Conference & Exhibit. The grandiose new resort property, alone, is a big draw, as are the highly-anticipated educational sessions such as "Programming for Teens and Tweens," "Unique Programming and Services for Hospitals" and "The Graying of America—Programming for Retirees." Also, enjoy Pre-Conference Facilities Tours of local members Frito-Lay, Plano, TX, and Lockheed Martin, Ft. Worth, TX. Here's what else to expect once you arrive in Grapevine, TX:

**The Resort:** Surrounded by rolling pastureland and overlooking beautiful Lake Grapevine, the magnificent new Gaylord Texan pays tribute to everything Texas, as only Texas can: on a grand scale. The resort's signature feature is an enormous glass atrium that houses four-and-a-half acres of lush indoor gardens. Take a stroll around and soak in the festive atmosphere of Riverwalk, explore the vast canyons of Texas Hill Country, and taste the Nuevo Latino creations of award-winning Texas Chef Stephan Pyles. The resort offers four full-service restaurants, seven lounges and two fast-service outlets. Plus, there are more than 25 specialty shops featuring everything from antiques to bolo ties to Western wear to Christmas collectibles. Arrange for bass fishing, water skiing and other watersports through the nearby marina.

**The Special Events:** During the "All-Attendee Reception," plan to enjoy the Texas-style atmosphere of the Gaylord Texan™ Resort & Convention Center on Lake Grapevine. Meet new conference attendees, rekindle old friendships and network with peers, while you enjoy cocktails, appetizers and the southern hospitality of Texas.

The following evening, join conference attendees for a "Night on the Town," where you will relish the local flavor of the Dallas West End Historic District. ESM Association will transport attendees from the hotel to the Sixth Floor Museum at Dealey Plaza for appetizers, drinks and free access to the museum from 7:00 p.m.-9:00 p.m. Then, explore the Dallas West End Historic District's attractions, including great shopping opportunities, dining and nightlife. Attendees will receive maps of the area upon arrival. The last bus leaves the West End at 11:30 p.m.

On the final night of the conference, enjoy dinner, networking and a "Texas-sized" experience at Circle R Ranch. The hospitality is set amidst 100 acres of rolling green hills and an open pasture in the North Texas countryside. Circle R Ranch offers attendees line-dance instruction, guided horseback trail rides, horse-drawn hay-wagon rides, a mechanical bull, a guest quick-draw competition, a singing cowboy entertainer, an outdoor camp fire area, and much more. (*Nominal \$15 fee*)

**A Great Value:** The conference room rate at the Gaylord Texan™ Resort & Convention Center is \$149 per night—a substantial discount off the advertised room rate. Conference attendees will receive this rate three days before and after the event. All ESM Association conference attendees staying at the resort will receive a CD containing speaker handouts.

This year, the conference theme is "Building for the Future with Employee Services." This is the only educational event that will help you initiate change, take risks and put program ideas in motion. Turn to p. 17 to register for the conference and visit [www.esmassn.org](http://www.esmassn.org) to pre-register for the Pre-Conference Facilities Tours and Special Events. I'll see you in Texas!

Renee M. Mula

Editor

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**Publisher**

PATRICK B. STINSON

**Editor**

RENEE M. MULA

**Editorial Assistant**

CHRISTINA HIGBY

**Designer**

DALE A. DODSON

**Advertising Sales**

ALISON BASHIAN

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employee services management

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- ***Vacations***

Visit the Silent Auction during Exhibit Hall hours and participate in the Live Auction during the Closing Brunch at ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine, TX. The money raised will help fund the ESM Association Foundation, the only research group dedicated to the employee services field.

If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at [Bouchard795@aol.com](mailto:Bouchard795@aol.com).

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## The power of buzz

Exhibitors learn how to get people talking about their products and services in the Exhibit Hall

By Susan Friedmann, CSP

**H**ow did Hotmail gain over 12 million subscribers in 18 months? How did the low-budget movie *The Blair Witch Project* become an incredibly successful phenomenon? The answer lies in the power of "buzz."

More than any other form of marketing, buzz—or word-of-mouth marketing—influences prospects to buy products and services. This approach is powerful because consumers yearn to share information and understand the world around us. Buyers often base their purchasing decisions on information gleaned from friends and well-respected associates. In fact, buyers listen to confidants more readily than the mass-media.

### How it works

At ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit, Exhibitors have the opportunity to tap into the employee services market and create a buzz on the Exhibit Hall floor. Buzz starts prior to the conference, gathers momentum in the Exhibit Hall and then slowly dissipates after the conference ends. Every Exhibitor has the power to influence buzz. It all depends on the quality of

your product/service, your ability to be market savvy and smart decision-making.

I recall visiting a telecommunications show a couple of years ago when the buzz on the show floor concerned a *Fortune* 100 company and major player in the industry. The talk centered around the image of their booth, which didn't meet expectations. The buzz was: "ABC Company has gone cheap. They must have financial problems." Gossip like that starts the wheels of the "rumor mill" turning and can even wreak havoc on a supplier's stock price. These remarks often have little bearing on reality, but buyers make assumptions and decisions based on what they see and hear. Obviously, the originating source of the buzz plays a key role in its basis for truth. Suppliers can control what buyers say about their offerings by initiating a positive buzz of their own design.

### Starting a buzz

Creating a buzz is an inexpensive marketing concept. When creating a buzz about a product/service, your goal is to persuade conference attendees to talk about the product/service both in and out of the Exhibit Hall. Apply these 10 guidelines for adding buzz to your existing marketing efforts:

**1. Brainstorm groups potentially interested in your product/service.** Consider including the media, opinion leaders, influencers, lead users, politicians, and analysts. Although buzz spreads primarily through personal interaction, also identify chat rooms and newsgroups that will discuss your offerings.

**2. Research how information spreads among customers.** Ask current clients how they learn about a new product/service. Which information sources do they value? The word spreads faster when you focus primarily on

groups. In some instances, key individuals may also serve as powerful opinion leaders.

**3. Develop a clear and concise message.** Highlight the benefits of your offerings and filter them through the buzz groups you identified. Concentrate on your product's distinctiveness. Employee services providers are interested in how your offerings can help employees save time and money.

**4. Tap into key buzz groups to spread the word.** In addition to existing marketing efforts, promote your product/service to your buzz groups. Never rely on just one means of connecting with your target audience. Instead, enhance your credibility through different marketing mediums. For example, exhibit marketing could include pre-conference advertising in *ESM Magazine*, at-conference event sponsorship and post-conference follow-up phone calls and e-mail promotions to new contacts. The more prospects who see and hear your company's name, the better.

**5. Make it simple for prospects to sample your offerings.** For example, the creators of Pictionary demonstrated their game in parks, shopping centers and other gathering places. The Exhibit Hall presents excellent opportunities to showcase the creativity of your product/service. Allow conference attendees to test your product/service at your booth.

**6. Enhance Exhibit Hall demonstrations with giveaways.** What can you give conference attendees to take home that will remind them of your company? Generate an idea that will create a buzz—a giveaway more creative than a keychain or stress ball. The more product-related the better. Remember that you want attendees to recall and talk about your company in a positive light.



**Create a buzz by earning and displaying ESM Association's Exhibitor Longevity Award.**

**7. Offer discounts, loaners or free products to special groups.** Identify groups or individuals who will appreciate a direct product experience and help spread the word. For example, when FedEx, Memphis, TN, first opened its doors, the company offered free shipping to demonstrate how their program works. To entice new users, America Online, Dulles, VA, offers hundreds of free hours of trial usage.

**8. Use press conferences to inform the media.** These forums provide an effective outlet for major announcements and general industry trends, such as what's hot and what's not. Press conferences also create a buzz about new product introductions, but only if the product is truly new or improved. Realize that editors are interested in timely, newsworthy information, such as industry trends, statistics, new technology, or product information.

**9. Use sneak previews.** Television and movies use coming attractions to entice an audience. A buzz can build similar anticipation in the Exhibit Hall. Give people a fun experience and a behind-the-scenes view of what's ahead. Siemens, Munich, Germany, unveiled a sneak preview at the Cellular Telecommunications &

Internet Association Convention in Las Vegas, NV. The company organized a live marketing presentation with a futuristic theme that featured a digital phone prototype. They certainly created a buzz, which had attendees, including myself, inquiring about the product's availability.

**10. Educate your target audience.** People are hungry for information. Once you arrive at the conference, search the list of conference attendees for key prospects. Then, investigate opportunities to meet with them in groups or incorporate an educational session into your display.

## Conclusion

The power of buzz far exceeds many conventional marketing approaches. It's probably the oldest, most-used and valuable vehicle suppliers can use to enhance their marketing strategies. Before ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit, determine how you will use buzz to influence voices in the employee services industry. Then, create your own buzz, May 20-23, 2004, in ESM Association's Exhibit Hall.

**esm**

*Susan Friedmann, CSP (Certified Speaking Professional), is The Tradeshow Coach, Lake Placid, NY, and author of the book Meeting & Event Planning for Dummies. She works with exhibitors, show organizers and meeting planners to create more valuable results from their events both nationally and internationally. You may contact her at (518) 523-1320, [susan@thetradeshowcoach.com](mailto:susan@thetradeshowcoach.com) or visit [www.thetradeshowcoach.com](http://www.thetradeshowcoach.com).*

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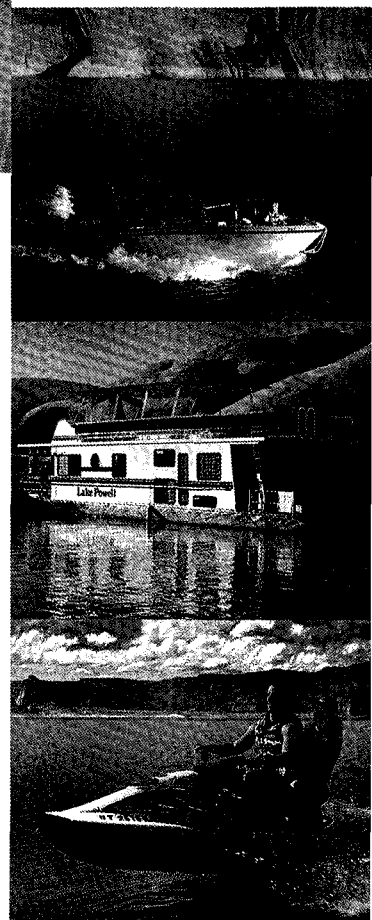
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# Customer loyalty



**Build quality relationships with customers and keep them shopping in your store**

By Manzie R. Lawfer

Customers are fickle. They change their preferences. What they want today may fall out of favor tomorrow. To add to this situation, technology, the Internet and overnight delivery are changing the rules of competition. Customers who shopped at your store exclusively for many years are now conducting business with competitors, namely online competitors. Out of frustration, some employee store managers and sales associates conclude: "People just aren't loyal anymore." In reality, an employee store manager's attitude is mostly what determines customers' behaviors. Customer loyalty is not in fact the problem; it's the solution.

## **Three advantages**

Repeat customers are the true measure of a store's success, for it is not until a customer buys from you a second, third or fourth time that the store earns a profit. When customers repeatedly return to purchase items from your store, they are confirming the value of your service. Consider these three advantages to encouraging customer loyalty:

**Predictability:** When customers return to buy from you, their desires become predictable. This allows you to staff, schedule and inventory the store with greater certainty and maximize your resources and efforts.

**Reduced attraction costs:** Most store managers spend time and money attracting new customers. Special promotions, advertising and the cost of prospecting are just a few of the expenses in attracting

## When customers frequently buy from your store and tell others why they should buy from you, they are demonstrating loyalty.

new customers. When a customer returns to buy from you a second, third or fourth time, there is no cost of attraction. Money and effort formerly spent on attracting the customer now becomes profit.

**Knowing your customer:** Once you do business with a customer, you know their needs, how they will pay, how often you can expect them to buy from you, their delivery requirements, and several other characteristics. Knowing your customer enables you to spend more time helping them make buying decisions.

Note the difference between customer loyalty and customer satisfaction. Customer loyalty is an activity. When customers frequently buy from your store and tell others why they should buy from you, they are demonstrating loyalty. In contrast, customer satisfaction is an opinion or perception of how well a sales associate performed. A purchase or sales transaction can satisfy a customer, but he or she still may not return to your store. Therefore, you can't create customer loyalty by focusing on customer satisfaction. To encourage customers to return to your store and buy from you often, you must use the five principles of customer loyalty: "People Conduct Business with People," "Differentiation," "Value and Assurance," "Effective Communication," and "Focus."

### People conduct business with people

On the surface, employee stores appear to be comprised of buildings, machines, products, services, and supplies, but the heart and soul of every store is its people. How sales associates interact with customers determines the store's success. Customers prefer to be heard first and then understood. The acronym KUHLL (rhymes with tool) tells customers that you recognize them as people by Knowing, Understanding, Helping, and Leading them. A KUHLL store manager listens to each customer's wants, problems, challenges, and triumphs:

**Know me:** Knowing your customers is as simple as recalling their names or remembering their last transaction. If you don't know new customers' names, make sure to ask and memorize them for the next time. They will repay your effort by returning and buying from you again.

**Understand me:** Customers want you to understand them so that you can lead, help and serve them. They expect you to anticipate their needs and deliver efficient service.

**Help me:** Customers need assistance. They want you to share your knowledge and help them make educated buying decisions. Customers expect you to make their lives easier. They react favorably when you provide alternatives and suggestions. Through your help and leadership, customers will know you respect them.

**Lead me:** Customers dream of knowing an expert in every product category that can guide and lead them to the best products and buys. The position of "expert" is available to you, if you know and understand your customers. Create the perception that you understand your customers' wants and needs, and they will never perceive you as just another salesperson attempting to swindle their money.

### Differentiation

Differentiation distinguishes one business from another. If there is no difference between you and the competition, your customers have no reason to choose you. You may find that differentiating your service or product is difficult, but you can differentiate how you deal with customers. Differentiation works best when you do so with value that has meaning to your customers. Avoid confusing value with price. Price only represents one portion of value. Differences in location, hours of operation and services also serve as differentiators.



## Value and assurance

Customers' specific tastes and preferences determine value. If you know how to listen carefully, customers are willing to tell you what they value. When customers can buy your store's products or services from competitors, they will value specific store attributes such as convenience, quality of service and cleanliness.

Today's customers have more options than ever before. They want assurance that they are making the best decision. Customers measure the degree of assurance they receive by noting if sales associates follow through with the services the store claims to provide. To customers, this verifies that they are conducting business with the best store. A dependable and consistent buying experience fosters assurance.

## Effective communication

Customers want straight talk. What you say to customers, and how you say it, is critical in creating loyalty. Store associates lead and serve customers by listening, learning and speaking. By applying these communication skills, they can lead customers to purchase items. Displaying leadership builds relationships, and the relationships you create with customers encourage them to frequently seek your input and buy items in your store. When there are no surprises, you are effectively communicating with customers.

## Focus

Focus is the object of your current attention. When determining your focus, keep in mind that the outcome of your efforts is always a function of your focus. Therefore, if you decide to change your focus from attaining loyal customers to acquiring new customers, shoppers will notice.

Too often, store managers direct campaigns toward obtaining new customers by offering special discounts for first-time buyers. Existing customers always notice these tactics and while they may continue to shop at your store, they will forever look for better deals elsewhere.

Customer loyalty is the activity of buying from you often while they tell others why they should buy from you. Rather than focus on new customers, concentrate on your loyal customers. They are the most effective source of new customers.

## Getting started

Just as gravity is a truth of physics, the five principles of customer loyalty are truths of successful employee store management. You do not need to know about the



five principles of customer loyalty for them to affect your store—they are working for you or against you all the time. At this moment, your employee store is either prospering from an abundance of loyalty or suffering from a lack thereof.

To create customer loyalty, you must examine your store. Look at each of your daily activities. Attempt to link every activity to one of the five principles of lasting customer loyalty. For example, if you regularly greet customers by name, link this activity to the principle "People Conduct Business with People." If you consistently ask customers how you might improve your business, link this activity to the principle "Value and Assurance." This is not a quick test. Schedule time to review your daily activities and link them to the five principles of lasting customer loyalty. Once you know your strengths and weaknesses, identify where to put extra effort. An employee store will succeed by supporting only one or two of the loyalty principles, but expect astounding success when you develop daily activities that support all five principles of customer loyalty. **esm**

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*Manzie R. Lawfer shows businesses and individuals how to get their customers to come back to buy from them again and again. He is the President of Loyalty Now!, Naples, FL, and the author of Why Customers Come Back (Career Press, Fall 2003). For more information, contact Lawfer at (239) 659-2914, manzie@loyaltynow.com or visit [www.loyaltynow.com](http://www.loyaltynow.com).*

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# Hot in the Exhibit Hall

**T**est new products, uncover the latest employee services trends and build relationships with innovative suppliers in the Exhibit Hall of ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit. During the Exhibit Hall Grand Opening, May 21, and the Exhibit Hall Grand Finale, May 22, discover the hottest products and services for employees, including awards and recognition items, employee store merchandise, family entertainment tickets, hotel and resort properties, travel programs, and specialty/professional services. ESM Association's network of Exhibitors will help you put program ideas in motion. Take this opportunity to schedule private meetings with individual suppliers to discuss the specifics of your program and identify your needs. Read which suppliers have secured booths (as of press time) and plan a strategy to expand your program with new services.

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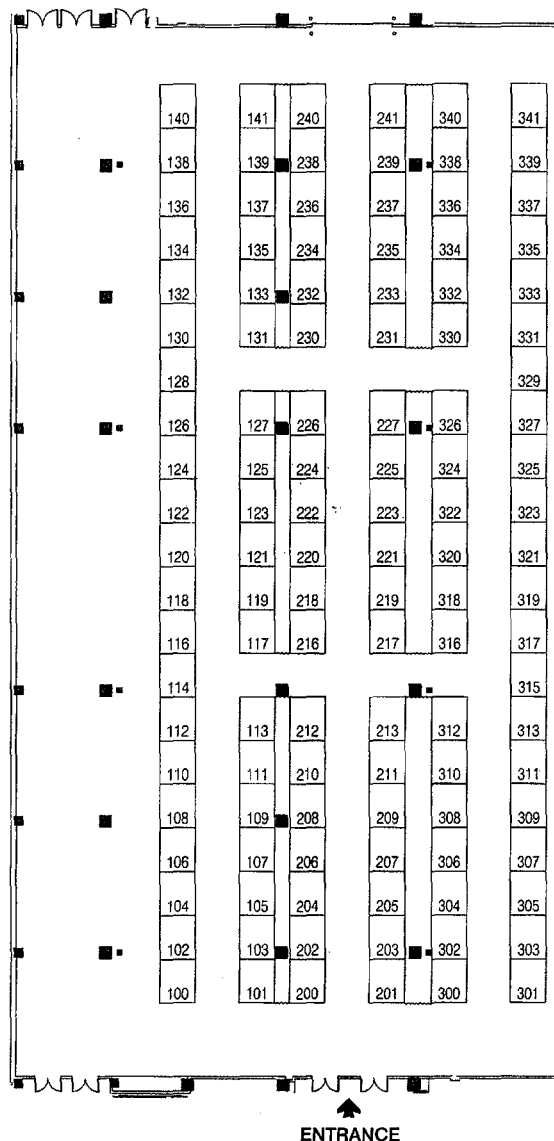
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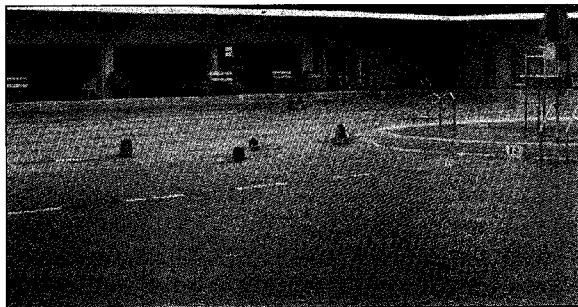
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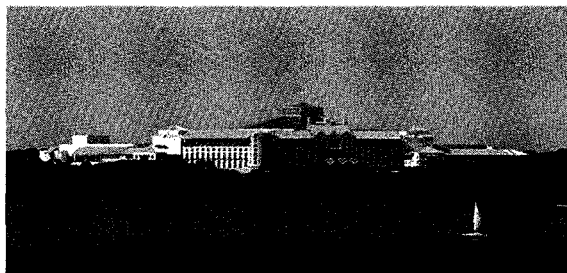


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### **Pre-Conference Facilities Tour** (nominal fee)

During this Best Practices "Interactive" Session, conference attendees will journey on a tour of local ESM Association Members' facilities. Frito Lay, Plano, TX, is offering attendees a presentation and discussion on how the company came to value employee services, followed by a tour of their facilities and a sample Frito Lay product. The Lockheed Martin Recreation Association (LMRA), Ft. Worth, TX, invites attendees to explore its extensive facilities and enjoy lunch and a presentation outlining the growth and success of its employee services programs. Attendees will leave from the hotel Thursday morning and return before the conference's afternoon Opening General Session.

# Testimonials

## Quotes from ESM Association's 62nd Annual Conference & Exhibit Evaluations (2003)



**Lisa Finch, human resource representative, BroMenn Healthcare, Bloomington, IL:**

"I came away with a lot of great ideas, and felt invigorated and ready to make changes in my organization. It was good to talk with others who are going through the same struggles and to listen to how they handle employee services in their organizations. The exchange of information was invaluable."

**Jennifer Morgan, senior workforce specialist, Bechtel Nevada, Las Vegas, NV:**

"I always benefit from the networking opportunities, whether it's from sessions, sitting next to someone at a function, or in the Exhibit Hall. It's always beneficial to see what has and has not worked for others, and their lessons learned."



**Melissa Roe, president, Melrose Enterprises, Tampa, FL:**

"The roundtable sharing sessions were great. Everyone was very helpful and I brought home some new ideas."

**Jennifer Elswick, employee relations coordinator, St. John's Health System, Springfield, MO:**

"I got some great event ideas and some new contacts for programs we would like to implement. Also, it made me realize how fortunate we are at St. John's to have so much support from Administration."

**Kim Colopy, store manager/activities coordinator, Grange Insurance Co., Columbus, OH:**

"All the sessions that I attended were very informative. It is great to know our company is right on track with what others are doing and I got good ideas to take back."

employee services management

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*ESM Association's 63<sup>rd</sup> Annual*  
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**REGISTRATION FEES: PLEASE CIRCLE YOUR CHOICES AND INDICATE THE TOTAL AMOUNT ENCLOSED.**

| Conference Registration Categories (Circle One)  | Fee<br>Prior to 4/1/04 | Fee<br>After 4/1/04 |
|--|------------------------|---------------------|
| <b>ESM Association Organization Member</b> <i>Chapter, General, Individual</i>   | <b>\$695</b>           | <b>\$725</b>        |
| <b>Register for the Conference and Join ESM Association Today!</b><br><i>Includes membership through 12/04 for new Organization Members only</i>   | <b>\$850</b>           | <b>\$900</b>        |
| <b>Associate/Supplier Non-Exhibiting</b>   | <b>\$995</b>           | <b>\$1,025</b>      |
| <b>College Student</b>   | <b>\$175</b>           | <b>\$200</b>        |
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| <b>One-day Registration</b> \$ _____ (day rate) X _____ (number of days) = _____<br><i>Check dates of attendance</i> <input type="checkbox"/> 5/20 <input type="checkbox"/> 5/21 <input type="checkbox"/> 5/22 | <b>\$230</b>           | <b>\$255</b>        |

SUBTOTAL: \$ \_\_\_\_\_

| Additional Events (Circle Your Choices)   | Fee for<br>Members | Fee for<br>Non-Members |
|---|--------------------|------------------------|
| <b>Saturday Special Event</b><br><i>Sponsored by Circle R Ranch</i>   | <b>\$15</b>        | <b>\$25</b>            |
| <b>Thursday Pre-Conference Facilities Tour</b><br><i>Sponsored by Frito-Lay &amp;<br/>Lockheed Martin Recreation Association (LMRA)</i> | <b>\$75</b>        | <b>\$95</b>            |

TOTAL: \$ \_\_\_\_\_

**Submit a separate registration form for each person. Duplicate copies of this form will be accepted.**

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280. There is a \$125 fee to cancel a registration. The remainder of your registration will be refunded if written cancellation notification is postmarked on or before 4/1/04. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Gaylord Texan™ Resort & Convention Center on Lake Grapevine by calling (866) 782-7897. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine is \$149 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 4/14/04. Children under 16 will only be allowed in the Exhibit Hall on Saturday, 5/22/04.

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# Top HR Executives

**Human resource leaders receive the field's highest honor**

**T**he National Academy of Human Resources (NAHR), Santa Fe, NM, installed its 12<sup>th</sup> Class of Fellows, an honor considered the most prestigious in the human resource field. The group honors the professional achievement of individuals and distinctive institutions in the field with an Annual Induction of Fellows. On November 6, 2003, the Academy inducted one Distinguished Fellow and seven Fellows and honored many leaders and organizations in the profession.

"The members of the 2003 Class of Fellows have reached the highest level of achievement in the human resource profession," says William J. Conaty, chair of the NAHR and senior vice president, corporate human resources, General Electric Co., Fairfield, CT. He adds, "By electing them to Academy membership, the Fellows of the NAHR have recognized their sustained contributions to the broad field of human resources. Each of them has played important roles in shaping human resource management thinking and policy. We welcome them to the NAHR."

### **Distinguished Fellow**

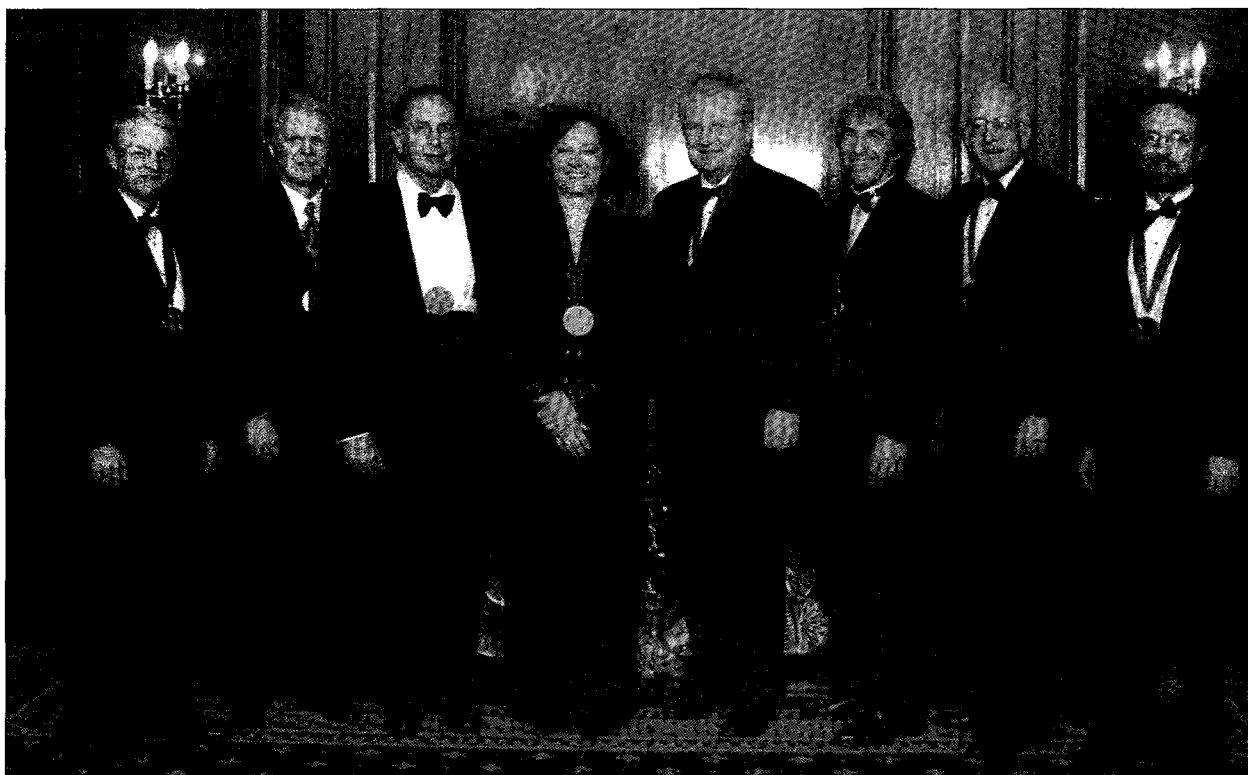
The NAHR elected Bruce Carswell, Fellow of the 1992 Inaugural Class, to the highest rank of "NAHR Distinguished Fellow." Carswell was with GTE (now Verizon), Rye, NY, for 37 years, capping his career as senior vice president, human resources, and a member

of GTE's Board of Directors. He continues to serve his profession as a consultant and member of numerous human resource organizations.

### **The class of 2003**

The Fellows represent a wide range of professional backgrounds and are among the field's top practitioners and scholars. Each year, peers nominate potential Fellows. The entire body of Academy Fellows elects the new Fellows and the Academy installs them during an annual ceremony. In 2003, the NAHR installed seven new Fellows:

- Francis N. Bonsignore, senior vice president, executive resources and development, Marsh & McLennan Companies, Inc., New York, NY
- John D. Butler, executive vice president, administration, and chief human resources officer, Textron Inc., Providence, RI



The National Academy of Human Resources 2003 Class of Fellows are (from left to right): Terry F. Powell, John D. Butler, Bruce Carswell, Susan R. Meisinger, John Hofmeister, Donald M. Levinson, Francis N. Bonsignore, and Peter Cappelli.

- Professor Peter Cappelli, George W. Taylor professor of management and director, Center for Human Resource Management, Wharton School, University of Pennsylvania, Philadelphia, PA

- John Hofmeister, director of human resources, Shell Int'l. Ltd., London, England

- Donald M. Levinson, Ph.D., former executive vice president, human resources, CIGNA Corp., Philadelphia, PA

- Susan R. Meisinger, SPHR, president and chief executive officer, Society for Human Resource Management (SHRM), Alexandria, VA

- Terry F. Powell, senior vice president, human resources, Lockheed Martin Corp., Bethesda, MD

### Honored organization

In addition to installing seven new members, the Academy members voted to honor the Employee Benefit Research Institute, Washington, DC, for its 25<sup>th</sup> anniversary and the HR Policy Association, Washington, DC, for its 35<sup>th</sup> anniversary. These are two of the most important organizations working to bring sound solutions to critical public policy and management issues. Dallas L. Salisbury, president and chief executive officer, accepted the award on behalf of the Employee Benefit Research Institute and Jeffrey C.

McGuinness, Esq., president, accepted the award on behalf of the HR Policy Association.

### New Board Members

The NAHR announced four new members of its Board of Directors:

- Kathleen S. Barclay, vice president, global human resources, General Motors Corp., Detroit, MI

- Dennis M. Donovan, executive vice president, human resources, The Home Depot, Atlanta, GA

- Mirian Graddick-Weir, Ph.D., executive vice president, human resources, AT&T, Bedminster, NJ

- Coleman Peterson, executive vice president, people division, Wal-Mart Stores, Inc., Bentonville, AR

### New Foundation Trustees

The NAHR Foundation conducts programs to improve the performance of the human resource profession and supports research that adds to the base of human resource knowledge. The NAHR Foundation announced six new Trustees:

- John W. Boudreau, Ph.D., visiting professor, Marshall School of Business, and visiting research director, Center for Effective Organizations, University of Southern California, Los Angeles, CA

## Top HR Executives

- Michele Darling, president, Michele Darling & Associates Inc., Mississauga, Ontario, Canada, and former executive vice president, corporate governance and human resources, Prudential Insurance Co. of America
- Steven R. Hill, consultant, Mercer HR Consulting, Seattle, WA, and former senior vice president, human resources, Weyerhaeuser Co.
- R. Kenneth Hutchinson, vice president for human resources, University of Missouri System, Columbia, MO
- Bert W. Levan, former vice president, human resources, Shell Oil Co.
- R. Roosevelt Thomas, Jr., Ph.D., chief executive officer, Roosevelt Thomas Consulting & Training, Inc., Decatur, GA

### Educational program

The NAHR Foundation, Santa Fe, NM, and the Fellows of the Academy are holding a second Chief Human Resource Officer (CHRO) Academy June 9 and 10, 2004. This by-invitation-only program offers top human resource executives an opportunity to meet

with Academy Fellows and other experts to develop a personal plan that enhances the overall performance of their companies.

### Conclusion

NAHR members demonstrate notable leadership in the profession and within society. They are dedicated to continuing personal education and credentialing to increase the knowledge base of the field through teaching, researching, writing, and public speaking. NAHR members hold leadership roles in human resource-related associations, social services, educational or civic organizations, and influence the development of public policy. As generalist practitioners or specialists, new inductees' competencies are comparable to or exceed those of current Fellows. **esm**

*For more information on the CHRO Academy or the NAHR, contact William Stewart Johnson, president, NAHR, Santa Fe, NM, at (505) 983-5603, NAHRHQ@aol.com or [www.nationalacademyhr.org](http://www.nationalacademyhr.org).*

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**ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit Presents**

# **Best Practices: Meet the Experts**

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## **Flint Hills Resources, St. Paul, MN**



**Featured Expert:** *Nita Harper-McMullen, manager, employee services and communications, Flint Hills Resources, St. Paul, MN*

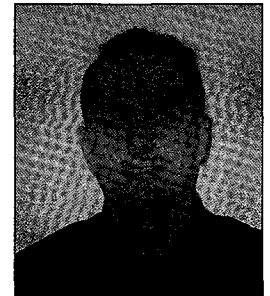
How does a manufacturing facility that is a 24/7, multiple-shift operation effectively communicate and provide work/life benefits to all of its 750 employees? In this session, learn how Flint Hills Resources meets this challenge and provides employee services and work/life programs to its employees and their families.

---

## **ConocoPhillips, Bartelsville, OK**

**Featured Expert:** *Bon Bennett, supervisor of recreation and athletics, ConocoPhillips, Bartlesville, OK*

ConocoPhillips offers its large workforce a unique combination of onsite employee facilities. During this session, attendees will learn about the development of ConocoPhillips' 12-lane bowling center, softball and soccer fields, large swimming pool, gymnasium, gymnastics center, fitness center, and billiards and dominos room.



Bennett will reveal the evolution behind the company's recent innovations, including an online interactive wellness site, extensive medical-testing facilities, personal trainers, health fairs, and an Employee Assistance Program (EAP) that meets a variety of counseling needs. The company also maintains active youth programs in swimming, gymnastics and basketball. Discover how to enhance an employee services program with services geared for retirees, including land and aquatic exercise classes and fitness testing.

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employee services management

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See page 17 to register today!

# After-school Programming

## How to use the community as a resource

By Brenda McDonald

**A**s employees continue to work longer hours, working parents cannot come home when their children return from school. According to the FBI, crime involving youth doubles during the hours of 3:00 p.m.-8:00 p.m., as children leave school and return to an empty household or unsupervised neighborhood street. During this time period, parents' concern for their children rises, often causing work productivity to drop. To balance work and family, working parents require information on safe places that provide life-enhancing experiences with caring adult supervision. With the proper resources, employee services providers can help working parents locate after-school programs in their communities.

### Identifying community resources

The demand for after-school programming is so high that parents can find pamphlets and flyers displayed at school, church, recreation centers, shopping centers, employee services areas, on websites, and listed in grass-root agencies' directories. The local United Way, Chambers of Commerce and law enforcement agencies provide descriptions of youth groups in the community and surrounding areas. These local resources help families find after-school programs that offer

homework help, enrichment classes, mentoring, volunteerism, and crisis and intervention support.

Some of the best youth groups have existed for over 100 years, maintaining stability and enhancing their services to meet the needs of the community. Local nonprofit organizations often depend on each other for references, share like causes and understand the need to offer a variety of well-rounded and wholesome services. The best approach for identifying these resources goes beyond reading about them. Encourage employ-

## Many agencies provide transportation services so that parents do not need to depend on other parents or neighborhood carpools.

ees to inquire of an after-school program's longevity in the neighborhood and visit the site. Employees may consider organizing a forum of working parents who currently utilize after-school programs and asking colleagues to explain how particular agencies impact their children. Another quality resource in the community is school-aged children. Parents should ask their children which youth agencies their friends attend. Children know more than you think.

### Local agencies in the community

Due to the need for the working class to find after-school programs that provide a safe and fun environment for children, agencies that have a local and national presence are more recognizable today. The local Boys & Girls Clubs of America, YMCA, Boy Scouts of America, Girls Scouts of the U.S.A., Big Brothers Big Sisters, and Girls, Inc. are just a few youth development agencies offering an array of programs and activities impacting today's youth after school and during the summer. These agencies are the after-school support for working families and employers. Some of their most popular children's programs begin at 3:00 p.m. and continue well into the evening. Parents and children have a plethora of special interest programs to choose from based on the environment, hours of operations, available space, and convenience for commuting parents. Local agencies, along with local school districts, interact, collaborate and partner to provide a wealth of resources that empower children to become responsible, productive and caring citizens.

Youth agencies also partner with employee services providers to demonstrate their abilities to help working parents balance their work and family lives. In choosing an after-school program, parents must consider facilities that provide transportation from school. Many agencies provide transportation services so that parents do not need to depend on other parents or neighborhood carpools. Agency vehicles drive through the neighborhood, picking up children from school and escorting them to after-school activities.

### Boys & Girls Clubs

The Boys & Girls Clubs of America comprises a national network of more than 3,300 neighborhood-based facilities annually serving some 3.6 million young people, primarily from disadvantaged circumstances. The clubs provide daily guidance-oriented character-development programs for children 6-18 years old, regardless of race, religion or national origin.

Since opening its first club in November 1965, Boys & Girls Clubs of America continues to believe that all young people deserve these privileges:

- A safe place to retreat to when school is not in session and parents cannot be home.
- Caring adults who are interested and involved in every facet of their lives.
- Opportunities to succeed academically, athletically, creatively, personally, and professionally.

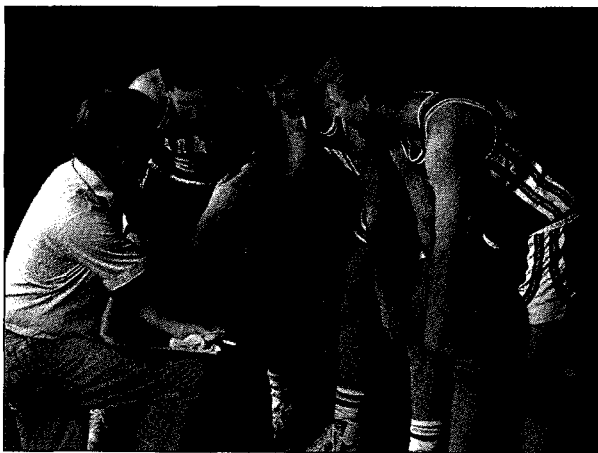
Typically, the doors are open from 3:00 p.m.-7:00 p.m. and sometimes later for teen programming. During the summer, early programs begin for working parents who need a place for their children until 6:00 p.m. The local clubs' partnerships with elementary schools offer diverse program activities in five core program areas based on physical, emotional, cultural and social needs, and the interests of boys and girls.

**Character and Leadership Development:** Empowers youth to support and influence their communities, sustain meaningful relationships with others, develop a positive self-image, participate in the democratic process, and respect cultural identities.

**Education and Career Development:** Enables youth to become proficient in basic educational disciplines, apply learning to everyday situations and embrace technology to achieve career success.

**Health and Life Skills:** Develops young people's capacities to engage in positive behaviors that nurture their well being, set personal goals and live self-sufficient adult lives.

**The Arts:** Enables youth to develop creativity and cultural awareness through knowledge and appreciation of the visual arts, crafts, performing arts, and creative writing.



## After-school Programming

**Sports, Fitness and Recreation:** Develops physical fitness, positive use of leisure time, skills for stress management, appreciation for the environment, and social skills.

### Conclusion

At a time when more children are spending afternoon and evening hours unsupervised, the need for quality after-school programming is great. Quality after-school and summer programs provide a safe place for children and additional learning opportunities. The Boys & Girls Clubs of America is just one resource for after-school programming. Employee services providers can supply working parents with further information via lunchtime seminars, parent forums, pamphlets, and listings of local facilities. These efforts help ease the minds of working parents and keep them informed, transforming concerned parents into focused, productive employees. **esm**

### Sidebar A

## MEET THE AUTHOR

**Speaker:** Brenda McDonald

**Event:** ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit

**Date:** May 20-23, 2004

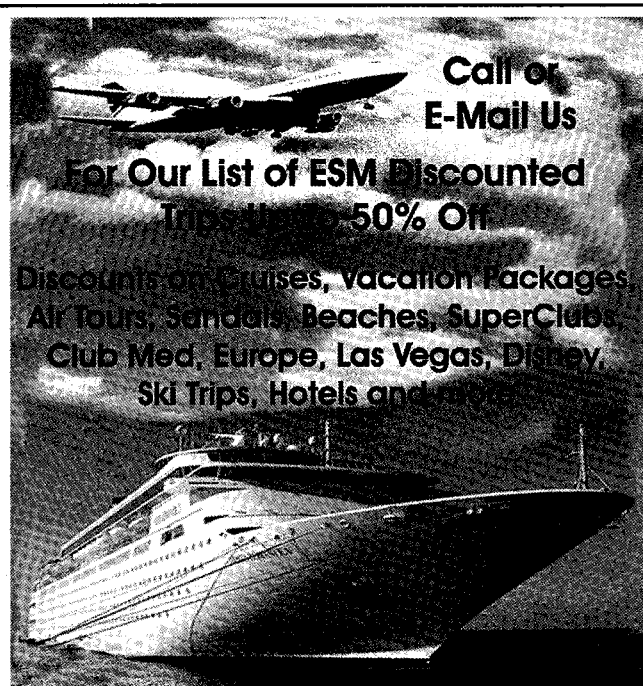
**Location:** Gaylord Texan™ Resort & Convention Center on Lake Grapevine, TX

### Programming for Teens and Tweens

Many corporations offer employees childcare options for infants and toddlers, but lack programming for employees with children ages 6-18. After-school programming for teens and tweens must be modern and relevant to today's youth. Learn how to provide the children of working parents with a healthy outlet for pre-teen energy, ambitions and friendships. Structured programs offer an out-of-school niche for children of all interests and personalities. These programs teach independence while offering guidance from adults trained to manage the special developmental needs of middle-years children.

*See p. 17 to register*

*Brenda McDonald is Dallas ISD after-school coordinator, Boys & Girls Clubs of Greater Dallas, TX, impacting over 10,000 youth ages 6-18 with program activities in nine Clubs and 11 elementary schools. You may contact her at (214) 821-2950 ext. 734, [bmcDonald@bgcdallas.org](mailto:bmcDonald@bgcdallas.org) or visit the website at [www.bgcdallas.org](http://www.bgcdallas.org).*



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## Higher education

### Onsite education classes encourage employees to advance their careers within the company

By Christine Ciurciu

In speaking with numerous employees about their professional and personal aspirations, the Federal Reserve Bank of New York's Human Resource Department identified a growing interest in higher education. Yet, employees named "balancing a full-time job" and "social and personal responsibilities" as challenges of going back to school. Federal Reserve Bank of New York employees found the challenge even more difficult when the bank transferred many of them from the New York City Office to the suburbs of New Jersey.

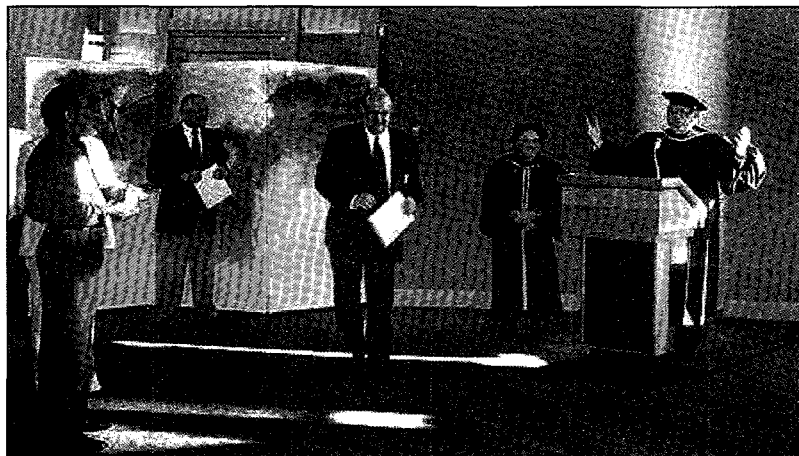
Driving to an educational institution after work was not as convenient as the educational opportunities at the New York City location, where employees walked to Pace University or rode the subway to New York University. An onsite college program would not only benefit the professional lives of employees at the New Jersey location, but the bank's work environment as well.



**Christine Ciurciu, human resources specialist, welcomes students of the Federal Reserve Bank of New York's onsite education program during a reception held in their honor.**

#### The program

After discussions with Felician College, a local institution, the bank decided to bring education classes to the business site. The Federal Reserve Bank of New York would run the program in conjunction with its tuition reimbursement program. In 2001, representatives from the college traveled to the corporate cafeteria, set up a table and recruited students during



**Students are proud of their Certificates of Completion for attaining 30 credits toward an associate's degree in liberal arts.**

the three work shifts of the 24/7 operation. The recruiters registered 40 students—enough to begin two classes. The first onsite classes began three months from the time of recruitment.

Felician College provides professors, books and onsite tutoring. The bank provides a room for the onsite classes as well as some administrative support in contacting students and keeping them informed of class schedules. Students enjoy the same privileges as campus college students. For example, they receive student identification cards, which give them access to such facilities as the library and writing laboratory on two of the college's local campuses.

By attending classes with their coworkers one night a week for four years, students will achieve an

associate's degree in liberal arts with a concentration in business administration. Outside the workplace, the same program requires between six and seven years to complete. A bachelor's degree requires an additional 18 months of schooling—a goal most students are working toward.

## Everybody wins

Through its tuition reimbursement program, the bank continues to invest in employees and demonstrate loyalty to the workforce. In return, the company reaps the rewards of a content, educated and team-oriented staff that is capable of contributing to the company's long-term success.

According to Dr. Ann Guillory, psychology professor, Felician College, "These are the most motivated students I have ever had in my 37 years of teaching. They are not kids—they understand the value of an education and they want to improve themselves. They are hardworking and serious about their commitment."

Senior management is extremely supportive. The bank recently expanded its onsite education program from one class, one night a week, to five classes, five nights a

week. To celebrate the growth, students and their senior management attended a reception held at the bank. Representatives from the college, including the Dean of Business and Management Sciences and the President of Felician College, presented a number of students with Certificates of Completion for attaining 30 credits toward an associate's degree.

## Conclusion

The initial education program required employees to attend classes one night a week, but learning 16 weeks of information during an eight-week course, while working full time, was quite an accomplishment. Many of these students had not attended school in years and were concerned about adjusting to the routine of taking tests and completing homework. The onsite education program creates an easier transition for adults to return to the education world, while allowing students to develop the confidence and assurance needed to succeed. Federal Reserve Bank of New York employees cite a myriad of reasons to return to school, but convenience and opportunity often push them to take advantage of the program. The workload continues to challenge students and the program continues to grow. According to Joseph DeMartini, administrative officer, Federal Reserve Bank of New York, "The program has been very successful. It's actually creating a more positive feeling among our employees and it feeds back into the job. Our employees are becoming leaders." **esm**

*Christine Ciurciu is human resources specialist, Federal Reserve Bank of New York, East Rutherford, NJ. She can be reached at (201) 531-3726 or [chris.ciurciu@ny.frb.org](mailto:chris.ciurciu@ny.frb.org).*



**Students celebrate their accomplishments during a reception held at the bank.**

employee services management



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Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

**To receive information about becoming a member of ESM Association, contact:**

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## Enter a new race

**Learn to appreciate your role at work as it relates to the world outside your company**

By Carol Price

**E**veryone is searching for happiness. Without knowing it, Americans are drawn to the "race and chase" and believe material objects and status provide happiness. From a very young age, society teaches us to value possessions and appearances. By the age of four, we know which clothes are stylish, which toys are best and which brands are popular. We begin to "chase" happiness.

I taught first grade for many years and was fascinated when my class of four-year-olds returned from holiday break. They would name the toys and the clothes they received by brand names. If they didn't receive the most popular toy or shirt, one child would say to the other, "I got a better one. I guess my Mama loves me more than your Mama loves you." By four, these children needed to have the "right" gifts to feel loved.

### Choosing goals

The situation wouldn't be a concern if it was only affecting children, and perhaps they would grow out of it. But, the dilemma



isn't only affecting children. In fact, the "race and chase" grows more complex as we age.

Many of us learn and believe the notion that if we live in the "right" neighborhood, we will enjoy life more than our friends. If we have a three-car garage instead of a two-car garage, we will live more comfortably than the next person. We believe, "If I lose five pounds (or 50), I will be more attractive and, therefore, will find and keep the perfect mate. If I receive a promotion at work, I will be powerful. If I obtain the next college degree, I will gain respect."

If you want a degree because your employer will reward your

## Sidebar A

accomplishment or it will advance your career, then obtain the degree. There's little harm in wanting and obtaining a goal that has a positive outcome. But, if you "need" the item to feel better about yourself, you're sliding down a slippery slope. A status symbol won't eliminate difficulties in life. It will perhaps put you in a different place, with a better office, but it won't make you more likeable or content with your overall situation.

### Competition

When we purchase a new house, obtain a new body shape or find a new job, for some strange reason, we're still not completely happy. That unhappiness provides more basic evidence of our lack of self worth. While we chase what we believe will provide happiness, we also try to beat or compete with others to attain it. We want to purchase certain items before neighbors or family members purchase them. As we chase these material possessions, a newer item, that we don't have right now, will always surface. The race to get there first, and the chase to obtain an object that makes us happy, is exhausting and we continue to lose.

### Putting it in perspective

Recognizing that we can leave the race and still lead satisfying lives is the solution to discontentment. The news depicts enough tragedy, violence and death to compel us to change our priorities and value something greater than material possessions and status. During hard times, no one thinks of a new car. If we choose to be bright, sensitive and focused, we will recognize that there are so many more satisfying aspirations in life.

## Meet The Author

**Speaker:** Carol Price  
**Event:** ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit  
**Date:** May 20-23, 2004  
**Location:** Gaylord Texan™ Resort & Convention Center on Lake Grapevine, Grapevine, TX

### Successfully Dealing With Change

This session will highlight the ability to choose from five specific techniques that create an easier and faster change process. Since you can't count on anything or anyone staying the same, the information in this keynote session will give you three sure-fire approaches to identifying the changes you are unable to control (and how to manage them) and those you can modify or ignore. Once you perfect the skill of maintaining a workable attitude toward change, you will become more productive.

*See p. 17 to register*

Our search for happiness is actually quite simple. Contentment is not the car, hairstyle or house we see in magazines. It's not a job, level of education or body weight measured on a scale. In fact, employee services providers already possess what many search for their entire lives. True happiness comes only when we recognize that our very existence makes a difference in this world.

### Conclusion

Accept your destiny by appreciating that you are part of a rich community of Employee Services Management Association Members, who touch the lives of employees each day. The moment you discover that you are instrumental in this dance called life, your existence becomes meaningful and harmonious. Whether it's a smile to a gruff employee, par-

ticipating in community service activities or planning events that boost employee morale, your every action is measured in your thoughtfulness and delivery. The outcome is uniting employees and helping them balance their work and personal lives. That's a race worth entering and that's a race you can win.

**esm**

*Carol Price is a professional speaker, Professionally Speaking, Madeira Beach, FL. You may contact her at (727) 397-9111, cpl1beach@aol.com or visit [www.carolprice.com](http://www.carolprice.com).*

employee services management

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**Retiree Programs Survey Results p. 16**



## **What Can You Offer My Generation?**

***Learn to customize employee services to  
your workers' life stages***

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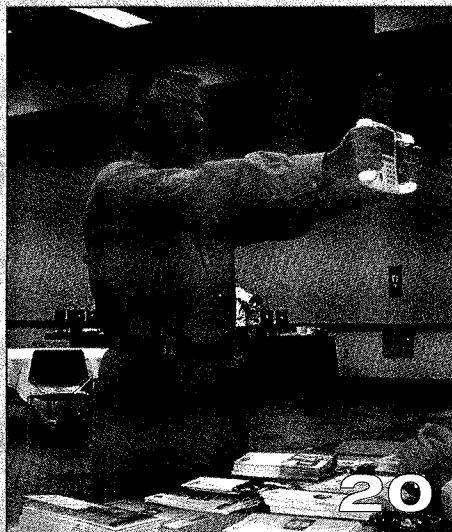
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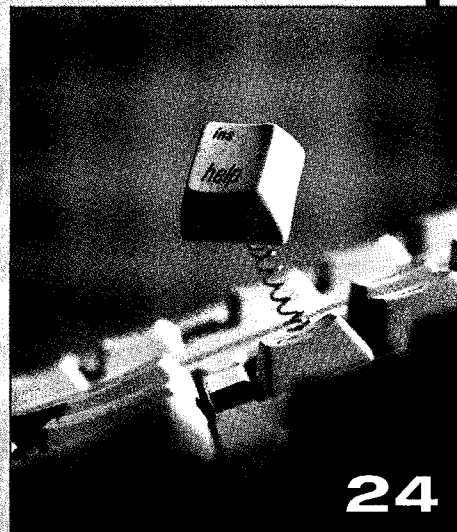
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#### **16 Retiree programs** **boost morale**

According to ESM Association's *Retiree Programs Survey*, 46 percent of members offer programs or activities for retired employees. Discover the most popular retiree activities, how members structure their retiree clubs and what percentage of companies subsidize these programs.

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Las Vegas Convention and Visitors Authority employees strive to exercise regularly and improve their diets during the company's Wellness Competition.

#### **24 Coping with change**

To get ahead, you must welcome change. Yet, for many employees, dealing with change is a stressful, painful situation. Find out how to approach new situations with a renewed frame of mind and seek opportunities for success.



## Waves of change

**A**s approaches to business continue to evolve, employee services providers must remain on the cutting edge of industry trends. When using employee services to lure top talent, it's important to push beyond the status quo and create innovative programs that celebrate your company's culture. This issue of *ESM Magazine* focuses on new approaches to standard employee services programs. Although many of these programs are familiar, the ideas for packaging and promoting them to employees are fresh. Take a look at the following articles for techniques on spicing up your current offerings.

In the cover story, "The Personal Touch," on page 12, author Richard F. Federico encourages employee services providers to examine their offerings in a new light. From young single employees volunteering in their communities to dual-income families requiring childcare assistance, today's workers are challenged by the responsibilities of various life stages. Each employee has different work/life balance needs. This article teaches employee services providers how to assemble their current offerings to appeal to each life stage. During this process, you will learn to create a more well-rounded program that appeals to various generations. Your efforts will result in higher program participation and a more satisfied, productive workforce.

The millions of Baby Boomers leaving the workforce is another change facing today's employee services providers. Although you may need to alter your delivery of employee services programs to appeal to a younger, faster-paced workforce, you won't have to do it alone. According to ESM Association's *Retiree Programs Survey*, 28 percent of companies recruit retirees as volunteers for company projects. The article, "Retiree Programs Boost Morale," on page 16, examines the survey's results and uncovers the popularity of retiree programs. The survey summary proves that many retired employees are interested in remaining involved in the company post-retirement. Retired Baby Boomers are excellent spokespeople for the organization. Employee services providers should consider recruiting them to participate in retiree programs that require interaction with current employees. Their positive views of the company will teach others to appreciate the history and culture of your organization, thereby encouraging retention.

An evolution in the community service arena may transform how employee services providers approach employee volunteerism. In the article, "Employee Giving Mirrors Corporate Culture," on page 5, IBM, Research Triangle Park, NC, utilizes its technological expertise to create web-based tools for employees interested in volunteering in their communities. The program, called IBM On Demand Community, is housed on a world-wide intranet site. Employees use the online tools to assess their skills and participate in training for volunteer projects. Additional resources directly aid not-for-profit organizations and their causes. IBM's new approach to volunteerism may spark other companies to donate their products, services and expertise to community programs. Employee services providers restructuring their community service efforts should look to their corporate cultures for ideas on customizing employee programs to their products and brands.

All this talk about change is unsettling to some employees. Keep in mind that how you react to change affects your health and career. In the article "Coping With Change," on page 24, readers learn how to recognize stress and foster an attitude that welcomes change. Whether you are revamping an employee services program or balancing your work and personal life, a positive approach to change will ensure that you rise to the occasion with confidence.

Renee M. Mula

Editor

[reneemula@esmassn.org](mailto:reneemula@esmassn.org)

### Publisher

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### Editor

RENEE M. MULA

### Editorial Assistant

CHRISTINA SANCHEZ

### Designer

DALE A. DODSON

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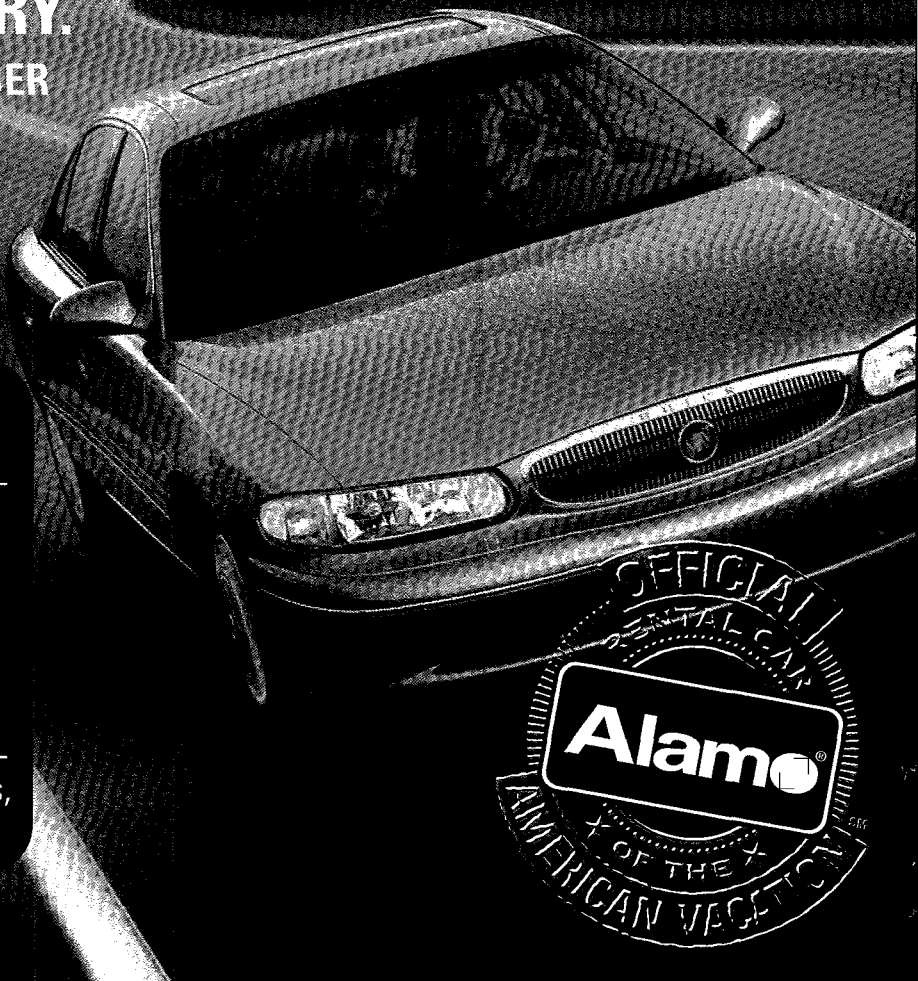
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## Employee giving mirrors corporate culture

### IBM uses technology to encourage employee volunteerism

IBM, Research Triangle Park, NC, recently introduced an initiative to encourage and sustain corporate philanthropy through volunteerism. The program, entitled IBM On Demand Community, arms employees with IBM technology tools targeted for not-for-profit community organizations and schools in over 90 locations worldwide. The IBM corporate volunteerism model provides IBM employees with over 140 technology assets and innovative resources, strategies, programs, and tutorials to access online and share with the agencies where they volunteer. In addition, IBM will increase the value of technology grants and cash awards to eligible organizations where employees utilize the new On Demand tools.

#### A unified front

"What sets this initiative apart from other corporate volunteer programs is its scale and size," says Barry Eveland, IBM senior state executive for North Carolina. "IBM On Demand Community enables us to engage thousands of employees on a worldwide basis and give them resources that will transform the schools and community agencies where they donate their time. We're taking community service to a whole new level," he explains.



The IBM On Demand Community includes a portfolio of proven technology solutions for schools and not-for-profits, plus online training and support materials for IBM employee volunteers. These resources will enrich employees' communities and link IBM's spirit of volunteerism to its e-business On Demand business strategy. "If a teacher needs better strategies for using the Internet to advance learning, an IBM employee volunteer can provide it—On Demand,"

# The 10 Components

says Eveland. "If an executive at a local charity wants to improve services and outcomes through technology, an IBMer on their board of directors can help guide the process with an On Demand solution," he adds.

The global scale of this initiative makes it a new paradigm when it comes to effective volunteerism. IBM employees from around the world now have access to the same tools and resources, with the potential to provide the same impact to their local schools and charitable organizations.

## How it works

IBM employees in the Triangle Area and around the world access an IBM intranet site that serves as home base for the IBM On Demand Community. When registering at the site, employees immediately access a range of technology solutions. These solutions continue IBM's commitment to advancing achievement in schools, closing the digital divide and improving business strategies and outcomes for not-for-profits through technology.

Resources on the intranet site also enable employees to assess their skills and participate in online training to improve their volunteer abilities. Employees tailor their volunteer choices depending on how much time they are able to donate, with solutions geared to those willing to volunteer once a week or once a year.

For example, Triangle Area IBM employees volunteering in their children's classrooms will find eight technology solutions on the site. They include dynamic classroom activities, science presentations, mentoring a student, leading change in schools, and helping teachers with technology. Employees volunteering at not-for-profit organizations apply the same simple process. They may



use solutions that include technology planning and assessments, and award-winning software for senior organizations to help the elderly or disabled better navigate the Internet. If an employee uses the solutions and regularly volunteers at the school, IBM will provide increased levels of technology or cash awards to the school. Individual employees are eligible for \$3,500 in technology or \$1,000 in cash donated to their organizations per year.

## Celebrating volunteerism

The company kicked off the program at an event on IBM's main campus in Research Triangle Park, NC, on November 18, 2003. An estimated 500 employees attended the event to learn about technology and volunteerism. Top local officials also attended, including Dr. Mike Ward, NC State Superintendent of Public Instruction, Dr. Ann Denlinger, Durham Schools Superintendent, and Bill Bell, Mayor of Durham and a retired IBM engineer.

"With the help of IBM volunteers, schools and not-for-profit agencies get the full weight of IBM's technology leadership," Ward commented during the event. "One of the themes of this new initiative is 'Share What You Know.' Most people want to help,

but some don't know how to translate their talents and skills into useful information for children in schools, or the staff at local agencies. IBM On Demand Community shows them how," he said.

IBM organized additional launch events for the new community-outreach initiative at 90 company sites in North America, Europe, Latin America, Africa, and in Asian/Pacific countries. By mid-2004, IBM will provide technology solutions and assets associated with the IBM On Demand Community in 10 languages. IBM expects more than 25,000 employees to participate as On Demand volunteers over the next two years.

## Conclusion

IBM employees encounter new technology every day. For the company to offer its services to the community and use technology to encourage employee volunteerism is a rewarding opportunity for the entire company. Employee services providers interested in revamping their companies' employee giving programs should first assess their current initiatives. Identify which programs need improvement and how to better align them with the company's culture. Employees are motivated to participate in volunteer initiatives that are familiar, rather than intimidating. When employees apply their work skills to volunteer projects, they enjoy their experiences and feel as though they are making a difference in the community.

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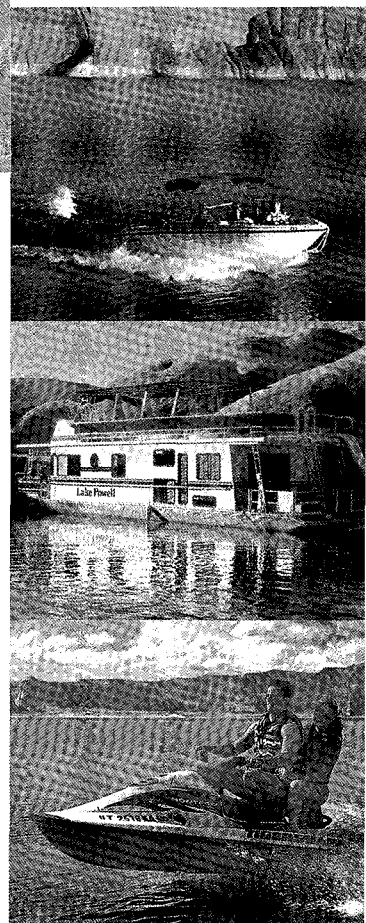
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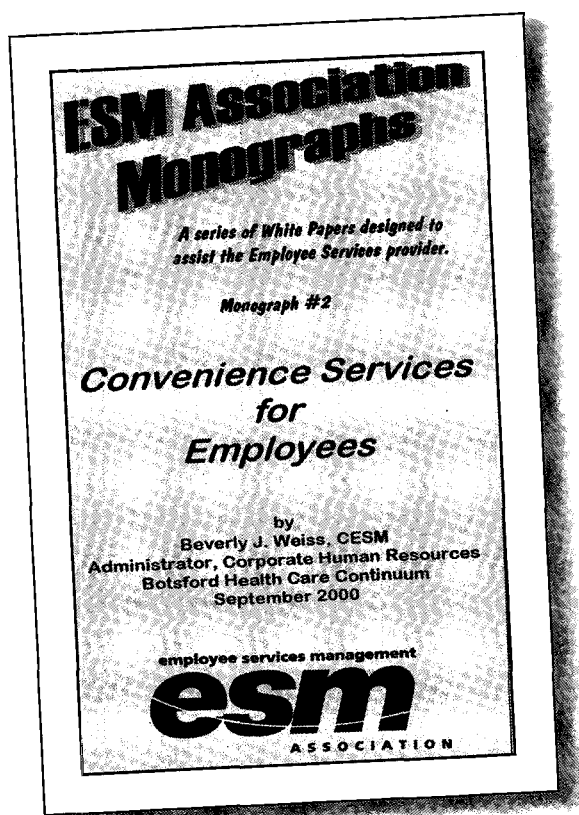
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## Does pay always motivate?

### Debunking four myths about money

By Dinah Daniels

Imagine a teacher introducing 20 fourth graders to the wonders of long division. Some students continue to struggle with multiplication and are too overwhelmed to concentrate. Other students whiz through the math worksheets and think the lesson is too basic. A few students did not eat breakfast and watch the clock until morning snack. Thankfully, the teacher manages to engage several students.

Although all 20 students need to master long division, the teacher must individualize his or her method to spark and hold the students' interest. Similarly, the best approach to retaining content and productive employees is to individualize your motivational approach. This requires far more than dangling additional pay as an incentive to stay with the organization.

The belief that money is a one-size-fits-all motivator is a myth. To remain competitive, today's organizations must encourage employees to increase their energy and focus. The solution to this challenge doesn't lie in pay raises—it lies in understanding what incentives motivate each employee to



succeed. Learning to inspire a diverse workforce begins by shedding several erroneous beliefs about the almighty dollar.

#### Myth #1

**Most employees will jump ship for higher pay.** A myriad of factors contribute to job fulfillment, including opportunities for achievement, recognition, quality relationships with coworkers, individual results that contribute to a common goal, and managers' encouragement of work/life balance. Employees consider the total picture when deciding on a career move and each employee ranks these factors in a different order. Money is usually low on the totem pole.

Consider Mark Bruener, who chose to stay with the Pittsburgh Steelers for the 2003 season, even after the organization halved his expected salary of approximately \$2 million. With a new baby and a newly built home, Bruener wanted to stay rooted for awhile. In another case, a talented account manager at a publicly traded company walked away from his job despite successful performance. His position required a degree of extroversion that was unnatural for him. Possessing a job that suited his personality was more important to him than guaranteed success.

### Myth #2

**Pay increases improve productivity.** Regular salary increases do not guarantee improved productivity. Placing employees in positions that fit their talents and personalities will better maximize employees' capabilities. Consider a Southwestern home building company whose sales suffered after hiring employees without delving into their personality characteristics. The employer sought to penetrate both the entry-level and luxury homebuyer markets, recruiting salespeople of the same caliber for both markets. New hires lost five to seven home sales a piece before the employer recognized the problem. The company altered its approach, hiring empathetic individuals to sell to first-time buyers and detailed-oriented salespeople to sell high-end homes to assertive consumers. The more careful job-matching process charged up home sales. Employee services providers can apply the same process when recruiting volunteers to help with events. Interview volunteers about their skills and consider their strengths when assigning roles.

### Myth #3

**Generous pay motivates the untrained to rise to the occasion.** On the contrary, moving talented individuals into higher-level, higher-paying positions that don't suit their training or temperament will drag down team spirit and impede corporate momentum. Consider technology companies seeking to reward gifted engineers by promoting them to supervisory roles. Talented engineers don't always possess management training and the desire to lead a team. Moving successful developers into roles away from the "drawing board" will lead them to failure or send them bolting to competitors. After layoffs, employers' immediate reaction is to promote employees into vacated managerial positions, rather than carry out the interview process. Without careful evaluation of employees up for promotions, this practice is sure to backfire.

### Myth #4

**The right salary cushions the impact of discord.** When personality conflicts arise, employees are apt to leave the company, regardless of their salaries. After experiencing turnover due to poor employee-manager relationships, a company in the records management industry changed its interviewing process. In addition to requiring general business intelligence, the company identified sales managers possessing quality communications skills. The alteration created a more cohesive workforce and eventually reduced the sales teams' annual turnover from 50 percent to 23 percent—10 percent below the market average. Effective managers recognize that to maintain quality relationships with key team members, they must individualize their communication styles. For instance, an

e-mail announcing the division's new goals will stimulate some employees to action. Other employees may respond to the announcement better if a manager discussed the new goals with them personally. Developing a sensitivity for these nuances will help you foster a more harmonious workplace atmosphere—leading to better retention than money alone can buy.

### Conclusion

Companies with the best retention report cards attribute their achievement to motivational strategies beyond monetary stature. Their "curriculum for success" lies in triggering progress with highly individualized incentives and placing employees in positions that reveal their talents. Ask employees to identify the factors they require for job fulfillment. When corporate changes arise, such as layoffs, consider how role changes will affect the team dynamic. Job promotions are not always the best method of rewarding employees. Only when managers provide individualized opportunities for achievement and personalized recognition will employees feel energized and motivated to succeed at work. **esm**

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*Dinah Daniels is president and chairman of Praendex, Inc., and PI Worldwide, Wellesley Hills, MA, whose survey, the Predictive Index, has been used worldwide for nearly 50 years to develop leaders and build successful businesses. The company also offers The Predictive Leadership Series, a suite of workshops designed to help employees manage their own success. For more information, contact Daniels at [DinahD@praendex.com](mailto:DinahD@praendex.com) or visit the website at [www.praendex.com](http://www.praendex.com).*



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# The *Personal* Touch

## **Work/life benefits boost productivity when customized to employees' life stages**

By Richard F. Federico

Employees' actions often speak louder than words. Consider the following situations and how they illustrate the importance of implementing diverse work/life programs to recruit and retain employees. Amy is 23 and right out of college. She joined XYZ Company because it was the only employer she interviewed with that offers three weeks vacation to start. Beth is a 28-year-old single parent with a three-year-old daughter. She was attracted to XYZ Company because it provides a subsidized onsite childcare center. John is 35 and studying for his MBA. He's staying with XYZ because the company is paying for his education and allowing him the flexibility to leave work early twice a week to attend day classes at the best school in the city.

### **A step back in time**

To understand the demographic drivers of non-traditional benefits, primarily work/life benefits, we must first take a step back in time. For many companies, the first movement toward work/life balance emerged in direct response to the changing family needs of working mothers. In the early 1980s, companies supported

employees by providing childcare resources. Toll-free information-and-referral lines and childcare facilities quickly grew in popularity, along with an increase in flexible hours. Very rapidly, these employee services appealed to the working-mother demographic segment. The invisible wall that separated work life and personal life began to blur.

## Traditional compensation and benefits no longer offer enough variety and options to attract and retain a diverse workforce.

In the 1990s, as work-and-family demands took their toll on employees' productivity and health, work/life benefits expanded and grew. As the economy suffered over the past few years, the growth of work/life benefits faced a set back. But, as the economy improves and the war for talent begins to return with fervor, work/life benefits are again becoming powerful recruitment and retention tools. When targeted to key demographic segments, work/life benefits are all that more powerful.

### Diverse demographics

Today's talent pool is more diverse and complex than ever before. Employees expect and demand a wider range of benefits that allow them choices and flexibility. At the same time, companies are demanding higher productivity. An employee services provider's challenge is to become the architect of a workplace that drives high productivity while, at the same time, provide a great place to work. High productivity and high morale equal a formula for success. Traditional compensation and benefits no longer offer enough variety and options to attract and retain a diverse workforce. Today's workforce is dominated by challenges associated with various life stages:

- Two-income households demand more time in their lives.
- Single parents struggle to care for their children and their jobs at the same time.
- "Sandwich" Generation employees deal simultaneously with childcare and eldercare needs.
- Generation Ys seek affiliation and fun.
- Generation Xers long for career development.
- Baby Boomers face the dual pressures of aging parents and college-age children.
- Near-Retirees hope to flex their work hours or work part-time as they shift gears.

Employees from every generation consistently struggle to meet the simultaneous demands of their careers and personal lives. Yet, today's work pressures make it nearly impossible for them to handle the challenge without support. Depending on their life stages, they demand different work/life benefits.

### Targeting and customizing

"Mass Customization"—an advertising and marketing term—is the latest technique for developing a more strategic delivery of work/life benefits. The recruiting of

Generation Y, those employees who graduated from college starting in 2000, is one example. What work/life benefits will help a company gain a competitive edge in attracting Generation Y?

Imagine a package that includes flexible work schedules, virtual work policies, concierge services, business casual dress, educational rewards, and time rewards for activities such as volunteering. Adding these work/life programs to sign-on bonuses and retention incentives helps attract Generation Y employees, who highly value control over their time and respect for their lifestyles.

Not surprisingly, customized work/life incentives are rising to the top of many employees' must-have checklists. They might not be major retention incentives, but they are fast becoming differentiators for attracting top employees in specific industries or geographic locations. To set apart your company, ask yourself these questions:

• **Does my culture support a new and innovative approach to rewards?** In large part, a supporting culture is driven by managers' attitudes toward work/life needs, as well as understanding how these needs differ



- **Can I identify which work/life benefits appeal to each segment of our workforce?** Realize that what appeals to a married employee with childcare-age children differs considerably from a young single employee's needs and structure a work/life program that helps all employees achieve work/life balance.

- **Can I create menus of work/life benefits that meet the needs of each workforce segment?** More companies are investigating how non-traditional work/life menus fit into a flexible-benefits-menu design. For example, through the use of "life-cycle" funds drawn from a "career account," companies reimburse employees for the cost of life-cycle benefits, such as childcare, eldercare, health club discounts, legal assistance, and financial planning. This service is appealing to every demographic segment.

- **Can I measure the impact of work/life benefits on productivity?** Employee services providers know intuitively that the productivity lost due to unscheduled absences or workday disruptions is significant. Yet, to tangibly justify work/life benefits, you must devote the time and resources to tracking lost time as part of an ROI analysis.

- **Is my company a great place to work?** There are many ingredients that support a great-place-to-work culture. Work/life benefits are part of the total package.

### Assessing the value of work/life

It's important to know the value of the work/life benefits your company already has in place. Employee services providers must determine what gaps exist and pinpoint how they will use work/life benefits as incentives for increasing productivity at each stage of employees' lives. To gain this knowledge, employee services providers should conduct a research and assessment process. The middle step becomes the key step—analyzing employee demographics by each life stage. Use this five-step work/life program assessment:

**Strategic Alignment Analysis:** Connect employee programs to the corporate culture, values, business strategies, and human capital investments.

**Work/Life Value Audit:** Examine the productivity-enhancement value of work/life benefits, including family-care programs, flexible-work options, time-off policies, wellness and stress-management initiatives, voluntary benefits, convenience services, affiliation, fun, and other work-environment motivators.

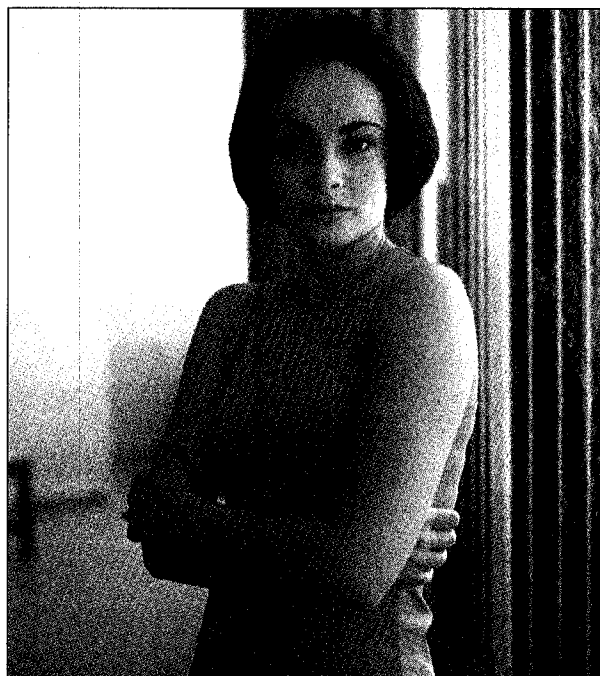
**LifeStages<sup>SM</sup> Demographic Analysis:** Investigate how well the company targets work/life benefits to these key demographic segments:

Anticipatory Stage (under age 25)

Launching Stage (ages 25-36)

Establishment Stage (ages 37-55)

Shifting Gears Stage (ages 56+)



**LifeStages<sup>SM</sup> Communications Assessment:** Assess the effectiveness of current communications, including how well the company promotes work/life benefits to all demographic segments.

**LifeStages<sup>SM</sup> ROI Assessment:** Identify which measures and methodologies will ensure sustainable value.

### Conclusion

Long deemed niceties and perks, work/life benefits are now necessities and the cost of conducting business. With employers designing work/life benefits to meet the needs of an array of employees, the possibilities are endless. In years past, companies implemented many of these benefits as recruitment "carrots." More recently, companies striving to achieve employer-of-choice status recognize the need to redesign their compensation and benefits packages. They already incorporate work/life benefits into their traditional total-reward packages as a low-cost, high-value method of attracting and retaining employees. A life stages approach to the design and delivery of work/life benefits is quickly becoming the next step in the evolution of these popular non-traditional benefits. **esm**

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*Richard F. Federico is vice president of communications & work/life, Segal Consulting, New York, NY. In May, he is presenting the educational sessions "Demographic Changes Driving the Need for Non-Traditional Benefits" and "Avoid Eldercare Productivity Losses with High-Impact Communication" at ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit. For more information, you may contact Federico at (212) 251-5175 or [rfederico@segalco.com](mailto:rfederico@segalco.com).*

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# Retiree programs boost morale

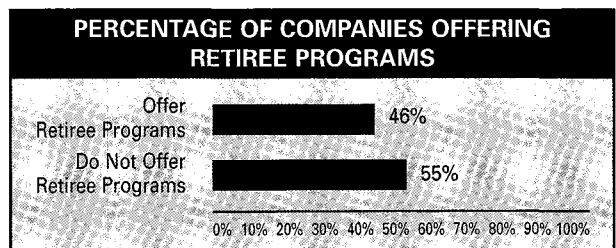
**Companies unite retired employees, celebrate tradition and instill pride in the organization**

By Renee M. Mula

**A**s the country's 76 million Baby Boomers move past middle age and into retirement, many will remain connected to their employers and former coworkers by participating in retiree programs. According to the *Retiree Programs Survey* by Employee Services Management (ESM) Association, Oak Brook, IL, nearly half of companies offer programs or activities for retired employees. In some cases, retiree clubs organize these activities and charge membership dues, making retiree programs a low-cost service.

In March 2004, ESM Association developed the *Retiree Programs Survey* using the survey administration website SurveyMonkey.com and e-mailed it to ESM Association Members. The survey provided a 23 percent response rate, with the results encompassing responses from 213 ESM Association Members responsible for implementing and managing a diverse range of employee services. Most of these companies employ

Chart A



5,000 or less employees locally, with 27 percent employing under 500, 18 percent employing 500-1,000, 23 percent employing 1,001-2,500, and 17 percent employing 2,501-5,000 employees.

### Members manage retiree programs

ESM Association's *Retiree Programs Survey* found that 46 percent of respondents offer programs or activities for retired employees. ESM Association members oversee the retiree programs at 35 percent of these companies and one of their staff members oversees the programs at 13 percent of the companies. Just over 26 percent of companies enlist retirees to manage the programs and eight percent recruit employee volunteers. Twenty-three percent of respondents say an employee in another department oversees the company's retiree programs.

### Popular retiree activities

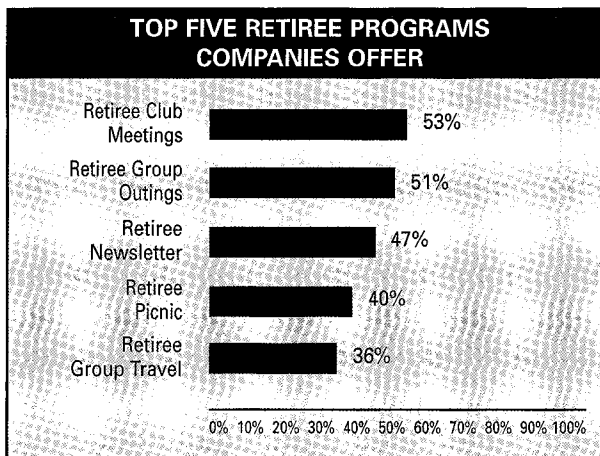
The most common retiree program is the retiree club meeting (53 percent). The employee services department typically manages retiree clubs. These groups allow retirees the opportunity to remain involved in corporate affairs and enjoy social activities with former coworkers. The second most popular retiree program is the retiree group outing (51 percent), which includes theatre performances, shopping excursions and sporting events. Nearly 47 percent of companies distribute a retiree newsletter to recognize retirees and announce upcoming events. Oftentimes, retirees assist the employee services department with the newsletter by updating address lists and stuffing envelopes. Another staple retiree program is the retiree picnic (40 percent). During this event, retirees barbecue food, collect raffle tickets and celebrate long-term friendships. Other popular retiree activities include retiree group travel (36 percent), volunteering for company projects (28 percent) and retiree holiday parties (26 percent).

Over half (55 percent) of companies allow retirees to discuss or vote on which activities they enjoy. Thirty-two percent of respondents say the company selects the retiree activities. For 15 percent of companies, the employee association makes this decision. Six percent of companies survey their retirees to identify popular activities.

### Retiree clubs

Over 41 percent of companies have a retiree club that plans activities for members. At 72 percent of these companies, a board of directors or club officers—consisting of retiree volunteers—governs the retiree club. The club typically meets offsite (36 percent), on company property (28 percent) or both (28 percent). Nearly 39 percent of retiree clubs charge annual membership dues, while 36 percent do not. The ranges of

Chart B



annual dues are under \$10 (43 percent), \$11-\$20 (36 percent) and \$21-\$30 (14 percent). Oftentimes, the funds help pay for mailings, event planning, travel expenses, and club administration.

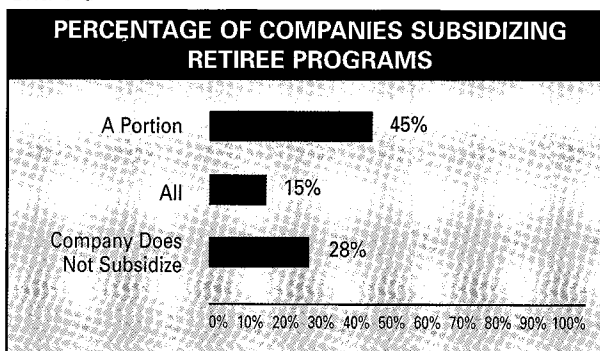
### Funding retiree programs

Whether they have retiree clubs or not, 45 percent of organizations subsidize a portion of their retiree programs and 15 percent fund all of the programs. Companies' budgets for retiree programs vary, with 15 percent allotting \$1,001-\$5,000, 12 percent allotting \$5,001-\$10,000 and 12 percent allotting under \$1,000. For 18 percent of companies, the retiree programs' budget is over \$25,000. Nearly 28 percent of companies do not subsidize their retiree programs.

### Size and structure

Several factors influence the popularity of retiree programs. In some locations, retirees continue to live near the company site and show interest in maintaining relationships with peers. In other areas, retirees relocate after retirement, causing difficulties in coordinating outings. The number of local senior citizen centers also affects program participation. At 31 percent of companies, 100 retirees or less participate in the programs. At

Chart C



## Retiree Programs

25 percent of companies, 101-500 retirees take part. At 11 percent of companies, 1,001-2,500 retirees participate. At eight percent of companies, 501-1,000 retirees partake in retiree programs and 2,501-5,000 retirees are involved at another eight percent of companies.

The structure of retiree programs also differs. Forty percent of companies offering retiree programs also invite retirees to some or all of their employee programs. For example, retirees may attend the company's holiday party or join the employee association. Forty-four percent of companies treat employees and retirees as one family and invite retirees to some or all employee activities. At 13 percent of companies, retirees only participate in their own programs and do not attend employee programs.

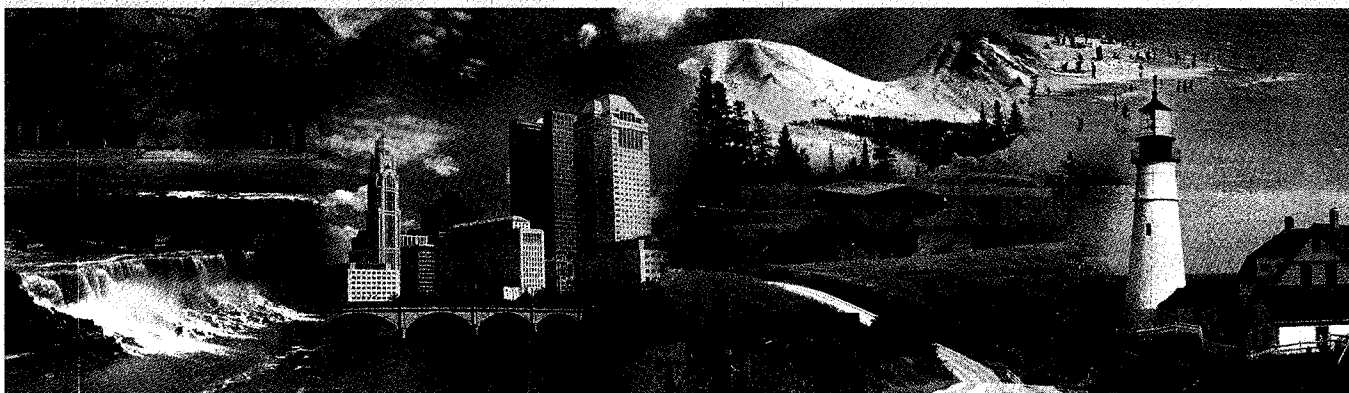
### Conclusion

Nowadays, as the number of *Fortune* 500 companies supplying fixed-rate pension plans drops, employers can expect some employees to retire with resentment.

During these difficult times, retiree programs boost morale by serving as a medium for guidance, support and camaraderie. By offering retirees voices within the company, these programs ease the transition into retirement. They also allow employers to recognize retirees for their years of service. Retired employees build memories by participating in retiree programs and activities and share these experiences with family and friends. Their positive stories help shape the company's reputation as an employer of choice. **esm**

*Renee M. Mula is director of communications and editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She may be reached at (630) 368-1280 or [reneemula@esmassn.org](mailto:reneemula@esmassn.org).*

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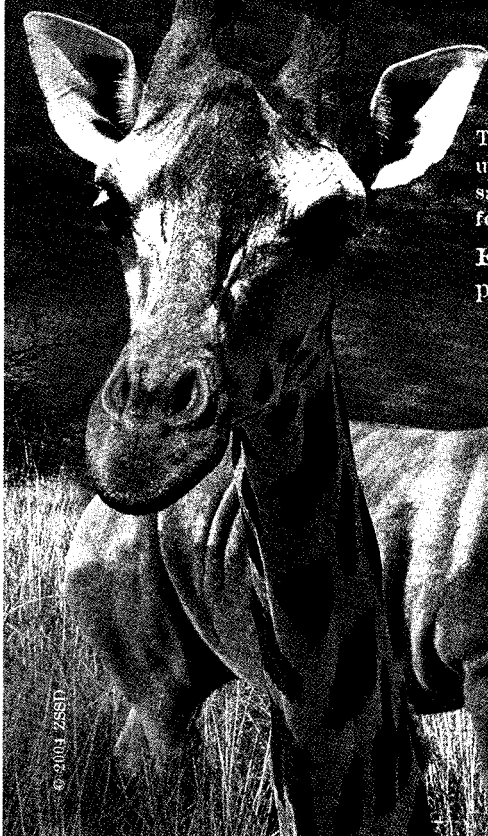
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# Losing to win

## **Las Vegas Convention and Visitors Authority employees use teamwork to lead healthier lives**

By Tim Callaway

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Uniting in friendly competition, a dedicated group of employees from the Las Vegas Convention and Visitors Authority (LVCVA), Las Vegas, NV, followed the often-abandoned New Year's resolution to eat healthier, increase activity and lose weight. With names such as the "Flab Four" and "Diet Divas," teams of employees participated in the LVCVA's Wellness Competition, where the more they lost the more they won.

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Terry Jicinsky, senior vice president of marketing, was inspired to implement the LVCVA's Wellness Competition from a newspaper article about Las Vegas hotel employees working together to lose weight. He saw the opportunity for a similar program at the LVCVA. After gaining support from his fellow executives, Jicinsky recruited the Marketing Division to gauge LVCVA employees' interest.

The response was swift and enthusiastic. Ninety-two employees formed 23 four-person teams—mini support groups—to help each other lose weight and get in shape. The LVCVA held its first Wellness Competition during the three months following this year's Super Bowl. Each member of the team that lost the most total pounds and had the highest percentage of weight loss received a day off with pay. According to Brad Rodgers,

# On their breaks and lunches, employees walk the halls of the Las Vegas Convention Center.

director of information technology, "The goal was not to win the competition, but develop a lifestyle we could each live with for the rest of our lives and to reach our personal weight-loss goals."

## How it worked

The competition began with a kickoff luncheon featuring healthy foods and "Atkins-friendly" desserts. Team members conducted "weigh-ins" every Monday. Keeping to the honor system, they reported their weight loss—or sometimes gain—to their team captain and the LVCVA posted overall team results on its intranet site.

Weight loss techniques varied. Some employees chose popular diet plans such as the Atkins or South Beach Diets. Others went so far as to consult personal trainers. Many employees simply decided to exercise and cut back on what they ate. Rick Bunnell, call center assistant supervisor, says, "I cut out most chocolate—try doing that over Valentine's and Easter—cut down on snacks and walked more." The support of their fellow team members was the one weight-loss strategy all participants shared. "We had numerous team meetings," says John Shiffler, senior help desk specialist. "We shared diet and exercise information and we even had inside bets each week, predicting how much weight the team as a whole would lose." Lourdes Salvat-Lee, call center supervisor, says the team succeeded and faltered together. "When we cheated (on our weight-loss regimen), we all cheated together."

## Bucking the trends

By participating in LVCVA's Wellness Competition, employees aided in the fight against a disturbing national trend. A recent Gallup Poll found that over 50 percent of Americans are classified as obese. In addition, a recent *Reuters* news article noted that deaths from obesity-related illnesses will soon surpass those caused by smoking. Sandra Jaye-Costley, consultant, HealthPointe, Las Vegas, NV, works with wellness professionals and employers to promote healthier lifestyles. She witnesses how the "fattening of America" impacts employers through increased health insurance costs, workers' compensation claims and "presenteeism," where an employee reports to work each day, but is less productive due to poor health.

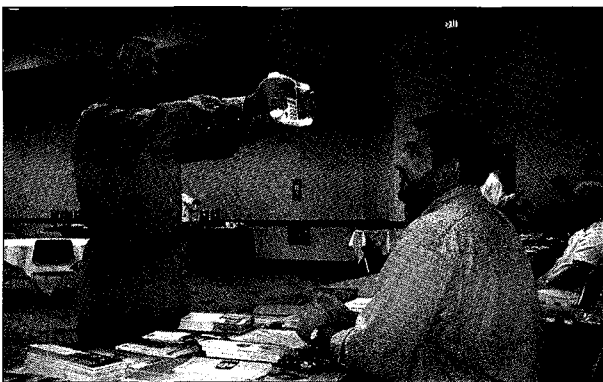
Jaye-Costley says there is hope for employers. "Now more than ever, there are programs that employers can implement to help their employees get healthy and stay that way. Fitness programs can be implemented for a nominal cost to the employee, and can be offered to the whole family. Programs like smoking cessation and stress classes are available usually through many medical insurance plans. There are also classes from non-profit groups like the American Cancer Society and the American Diabetes Association," she explains.

During the Wellness Competition, the LVCVA partnered with America on the Move (AOTM), Boston, MA, a national initiative that encourages Americans to walk 2,000 more steps (the equivalent of about one mile) and eat 100 fewer calories each day. According to AOTM, at the very least, participants will avoid gaining the average 2-3 lbs. Americans gain each year. Through AOTM, LVCVA employees ordered discounted step counters and received tips on how to add steps to their daily routines and cut calories.

The LVCVA is evaluating the possibility of offering the Wellness Competition each year. In the meantime, LVCVA employees utilize several other health-related programs to remain in shape year-round. The Security Department e-mails regular health tips to employees and the Human Resource Department organizes an annual health fair along with periodic site visits from health and wellness providers. In addition, many employees take advantage of working in a 3.2 million-sq.-ft. convention facility that provides a convenient, climate-controlled location to walk. On their breaks



LVCVA employees take a daily power walk through the Las Vegas Convention Center.



**Senior Vice President of Marketing Terry Jicinsky (left) takes a body fat test at an LVCVA health fair.**

and lunches, employees walk the halls of the Las Vegas Convention Center. The LVCVA plans to follow up with those teams that continue to work together to improve their lifestyles beyond the Wellness Competition.

## Reaping the benefits

Despite the positive impact of corporate wellness programs, not all companies see the benefits. "Most employers still underestimate the value of wellness programs to their bottom line," explains Mark Olson, LVCVA vice president of human resources. "In this case, it's incumbent upon HR professionals to become creative salespeople and accountants. We should sell the wellness concept to management by putting a figure to the savings in lost time, turnover, workplace injuries, and incidents. Health fairs, weight loss competitions, publishing wellness and health information pamphlets, and even getting our food service provider to offer healthy-choice menu items, carries very little cost in time and materials, but reaps untold benefits," Olson says.

Microsoft Internet Explorer provided by LVCVA ITD  
Address: http://lvcva.com/wellness/index.htm

**LVCVA Wellness Competition**

Return to LVCVA Intranet

Competition Results:

Rankings after end of Week 11

| Ranking | Team Name               | Total Lbs. Lost |
|---------|-------------------------|-----------------|
| 1       | Flab Four               |                 |
| 2       | Nibblers                |                 |
| 2       | Hogs & Helms            |                 |
| 3       | Jo Jo and the Phat Boys |                 |
| 4       | Ball                    |                 |
| 5       | Red Hots                |                 |

**Wellness Competition participants track their teams' progress on the LVCVA intranet site.**

Many members of the national organization Employee Services Management (ESM) Association, Oak Brook, IL, already understand the importance of wellness programs. In response to a recent ESM Association Listserv question on fitness incentives, members shared information on the programs their companies offer to promote wellness and address the problem of obesity in the workplace. Susan Daust, manager, Ceridian Corp., Bloomington, MN, provides a wide variety of fitness incentive programs to members of the company's River Valley Fitness Center. One example is Heart Bingo, a four-week fitness incentive using a "Bingo" card with different activities in each square. The activities include 20-minute strength training, 2-10 minute walk breaks, electing to use the stairs instead of the elevator, and 30-minute cardiovascular training. "Participants were on the honor system," Daust explains. "Each square they finished, they would cross out. We determined the point total by how many rows they finished. Employees with the top scores received prizes such as sweatshirts, gym bags, water bottles, massage certificates, cafeteria certificates, and T-shirts," Daust says.

## Over a half ton later

Regardless of what wellness and fitness programs employers offer, it's important to remember the adage, "the race is more important than the finish line." At the end of the Wellness Competition, LVCVA employees collectively lost nearly 1,100 lbs.—and these results were only preliminary. With the encouragement and support of their fellow team members, many employees began a lifestyle change with an even healthier, far-reaching purpose.

Lori Stroud, administrative specialist, says, "It was important to keep reminding each other—and really, we all did this—that getting fit should be our primary goal, rather than just the total weight lost. I'm going to continue down the road the competition has started me on. I feel I still have a lot to accomplish and, fortunately, several of my teammates feel the same way. We look forward to being able to cheer each other on to our ultimate and individual goals." **esm**

*Tim Callaway is benefits coordinator with the Las Vegas Convention and Visitors Authority, Las Vegas, NV. He is currently a director for ESM Association's National Board of Directors and past president of the ESM Association Southern Nevada Chapter. Nearly every weekday during lunchtime, Callaway can be seen roaming the halls of the Las Vegas Convention Center on a two-mile power walk. Please contact him at [tcallaway@lvcva.com](mailto:tcallaway@lvcva.com).*

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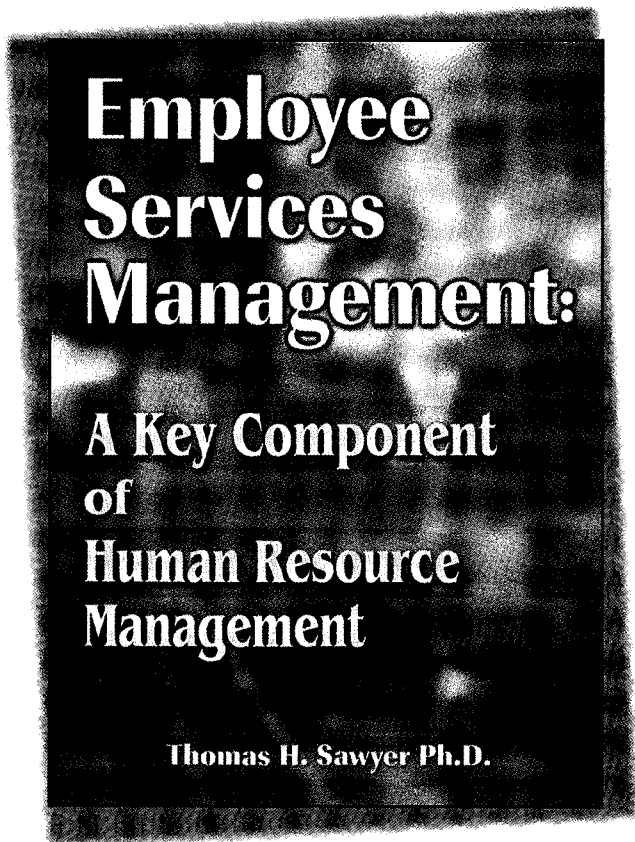
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# Coping with Change

**Learn to reprogram how your mind, body and spirit react to stressful situations**

By Jon C. McChesney, Ph.D., Clinton Longacre, Ph.D., Colin Turey, and Shellie McChesney

**T**oday's global marketplace is characterized by change—an unpreventable process that affects us all. Change is necessary to move forward and whether you are inactive or proactive about change, it will take place. For some, change is exciting, as it opens doors to the future. But for others, change is a stressful situation that challenges comfort levels and upsets everyday routines.

A global marketplace requires employees to learn and manage diversity, both potential contributors to stress. Changing technology and increased competition further result in distressing circumstances such as downsizing, layoffs, mergers, and outsourcing. When these situations arise, employees subconsciously choose whether to move forward with confidence or withdraw in fear. Unfortunately, the fear factor grips many employees. When change occurs, some employees become paralyzed, passive and depressed. Invariably, procrastination enters the equation, followed by a lack of productivity. As employees continue to let work slide, only extrinsic or intrinsic motivation can force them out of this mode. To circumvent the negative stress outcomes associated with change, we must learn how to cope with this 21<sup>st</sup> Century constant. This article will focus on 10 strategies for coping with change.

## **1. Recognize stress.**

Not all stress is negative, in fact, a level of stress is necessary to energize and challenge. However, the stress in which you feel out of control or powerless is the type generally associated with problems. Employees must initiate a proactive approach to stress management. William Yeomans, author of the book, *1,000 Things You Never Learned in Business School*, recommends using a stress analysis chart. This chart suggests first identifying the issue of concern. Then, write down your feelings, how you've dealt with the situation so far, and finally create a plan of action. The action plan is three-part:

- a. Attack the cause of the stress.
- b. Change habits that cause stress.
- c. Improve how you react to the stressor.

An additional dimension of stress recognition is developing the ability to anticipate potential stressful situations and either avoid those circumstances or plan how to cope with them.

## **2. Accept change and prepare for it.**

The one consistent aspect of life is that change will occur. Although change may lead to perceptions of less control, why not embrace change? According to Spencer Johnson, author of *Who Moved My Cheese?*, "You can believe that a change will harm you and resist it. Or you can believe that finding new cheese will help you, and embrace the change." Certainly, learning new processes requires time, but you will ultimately save time. For example, consider how employee services providers created athletic schedules or employee newsletters prior to computer applications. Once they learned automation, they became more efficient.

## **3. Alter your expectations.**

The days of entitlement at work are over. Thus, avoid falling into the trap of assuming you will earn pay increases or promotions for length of employment. Instead of relying on your "rights," take personal responsibility for your career by constantly upgrading skills, staying flexible and changing the mindset of "my employer will protect my future." Today's reality is job change, yet people fight change in work situations, churches, service organizations, and employee services programs. They prefer the status quo and resist growth and policy changes. When this occurs, the business does not stay the same—it gets worse.

## **4. Think "self-employment."**

Adopt the mindset of a self-employed worker. Consider your job as an entrepreneurial venture and build the business of you. How would this mindset change your work ethic? Would you invest more time and energy into the business? Would you more carefully consider work processes? Would you investigate creative processes for saving money? Would you focus more on your reputation? An entrepreneur assumes personal responsibility for business development and success. This spirit characterizes today's successful organizations and employees.

## **5. Continuously learn.**

Life-long learning is an absolute necessity in today's workplace and job market. Most everyone knows a coworker or friend who resists learning new processes, such as computer applications. The world lacks empathy for these employees and, ultimately, businesses will filter them out of the workforce. Constant information, updated technology and labor-force changes precipitate continuous learning. Proactively develop your education by attending workshops and seminars, registering for class-



es, earning certifications, and volunteering for apprenticeships. Accept lateral job changes, ask for learning opportunities and remember that you are investing in the business of you. When analyzing how a colleague advanced up the corporate ladder more quickly than you, ask yourself if you are investing in the business of you. Did you take the time to get that extra degree or sacrifice a weekend to obtain a certification? If the answer is no, then you cannot argue your position because you are not maximizing your potential. Investing in the business of you is investing in your future.

## **6. Incorporate exercise.**

Simply stated, exercise positively affects stress levels. By triggering the release of endorphins, exercise improves your mental, physical and emotional health. When faced with an unexpected event that brings on additional stress, exercise has the potential to protect from sickness and provide stamina.

Employees rely on employee recreation programs for physical activity and stress reduction. Positioning your programs as a coping strategy for change, and its associated stress, is an effective marketing angle. A stress management program should include regularly scheduled exercise activities.

## **7. Control your attitude.**

Only you are responsible for your attitude. If you are discontent with aspects of your life, take action. Life is too short for feelings of, "I wish I had..." Denis Waitley and Boyd Matheson, authors of the publication, *Attitude: Your Internal Compass*, link our fast-paced world to a tendency to externalize our lives. They write, "Far too many of us are on a wild-geese chase in search of some holy grail that will suddenly make us rich, secure, happy, and successful. With all of this searching, more and more of us are getting depressed and discouraged with our lot in life...we need to stop looking outside ourselves and start looking inside...to find out what success is really all about." Life changes occur when you are in control of your life, so change your attitude and believe in yourself.

## Coping with Change

### 8. Examine the possibilities.

Many times, when change occurs in an organization, employees spend time reminiscing about the past and focusing on how satisfied they would feel if the situation did not change. Thinking in the past wastes time and energy. You must cope with changes at your company. If you continue to look back, it is difficult to see the positive opportunities in front of you. Rather than sit back and wait for circumstances to improve, take action to change with the times.

### 9. Always anticipate change.

In the 21<sup>st</sup> Century, everyone must prepare for change. Employees must prepare for their jobs to end. If you learn to overcome the fear factor and approach new employment with confidence and a positive attitude, the possibilities should excite you. To maneuver this process successfully, a person must be prepared:

a. Mentally and emotionally plan for change to surface at any time, and develop a backup strategy.

b. Financially prepare for job change. This aspect of preparation requires discipline. Train yourself to put money aside in a safe and accessible emergency fund.

c. Maintain and nurture your professional network. A primary benefit of organizations, such as Employee Services Management (ESM) Association, is the many networking opportunities. This group will assist with coping with and managing changes seen in corporate America.

d. Stay abreast of circumstances in your organization and region. Constantly evaluate trends and prepare to act.

### 10. Enjoy change.

You will enjoy change when you realize that it will present you with opportunities. If embraced in a positive manner, it is a liberating process. When positive energy emanates, creativity flows and employees become inspired and highly motivated. Johnson suggests that change leads to "better cheese." If you savor the adventure, you can count on a gratifying ride through life.

Embracing change and accepting that change will occur is the best approach to reducing stress levels and altering expectations. Dan Millman, author of the book, *Living on Purpose*, says, "Accept where you are as a perfect part of your process." In other words, decide if the 'glass is half-full or half-empty.'

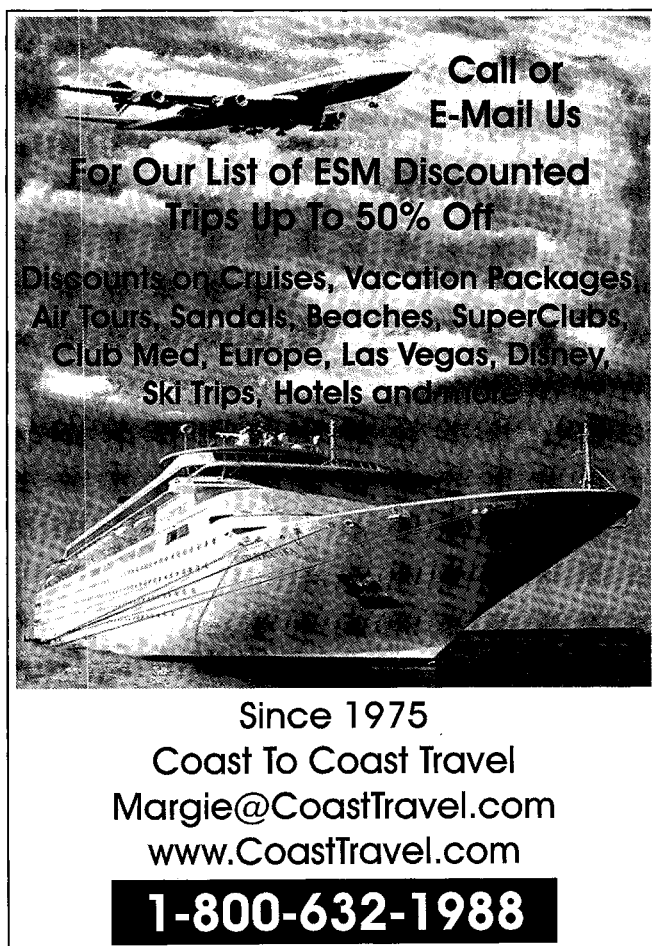
### Conclusion

Change will continue to accelerate in American culture and business. How we react to change is critical to personal fulfillment and wellbeing. Authors Waitley and Matheson suggest that we adopt an attitude of persistence. They ask, "Will you complain or act? Will you look for reasons to push forward or will you find excuses to quit or give up? Will you join in the group griping, or will you find the opportunity that lies within the problem?" Of course the choice is yours to make. Change is a given; your reaction to change, however, is entirely up to you.

We must prepare for change, embrace it and relish it. If we do, then when positive opportunities arise, we will move in the appropriate direction. The continued learning process associated with change will keep us alert, creative, positive, energized, and highly stimulated.

**esm**

*Dr. Jon C. McChesney is the associate professor at Eastern Kentucky University, Richmond, KY; Dr. Clinton Longacre is associate professor at Emporia State University, Emporia, KS; Colin Turey is assistant director of recreation at the University of North Florida, Jacksonville, FL; and Shellie McChesney is president of McChesney Consulting Services, Richmond, KY. For more information, you may contact Jon McChesney at (859) 622-1835 or jon.mcchesney@eku.edu.*



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## Quitting time

**Resolve to work regular business hours, go home and enjoy your life**

By Laura Stack, MBA, CSP

**S**taying late at the office starts innocently enough. You think, "If I just stay a little later today, I can catch up on this work." An eight-hour day turns into nine hours. Soon, you're staying late out of habit. Then, you think, "If I just take these reading materials home with me, I can catch up after the kids go to bed." A nine-hour workday grows to 10 hours. You work after hours on a regular basis and before you know it, 60-hour workweeks are the norm. You may need to put in some extra hours when starting a new job or an important short-term project. Years later, if you're still working long hours, it's now routine. Soon, you'll forget what it's like to have a free weeknight or weekend.

Where do you draw the line when it comes to life balance? Defining where personal responsibility ends and the company's responsibility begins is difficult, but in the final analysis, you are responsible for your life. To create a balance in life, you must insist on leaving the office after eight hours of work. Many successful employees place a high priority on working regular business hours and striking a healthy balance between work and home. Here are some strategies to help you leave work on time:



### Break cultural rules

Commit to leaving the office on time. Who decided that you should work until 7:00 p.m.? Many employees believe that because they are salaried workers, they are obligated to stay late to complete the job. If the company doesn't compensate you for a 60-hour workweek, consider how much the additional 20 hours are worth to you. If working long hours hurts your relationships with loved ones or forces you to neglect responsibilities at home, it's worth changing your approach to work.

## Start meetings early

If you are authorized to request meeting times, call for meetings to begin right after lunch and end no later than 4:00 p.m. Block out time on your calendar starting at 4:00 p.m. every day, so coworkers won't schedule time with you toward the end of the day. Set an example and encourage your peers to emulate this practice. Avoid asking your assistant or team members to begin projects at 4:45 p.m. Respect their right to a life as well.

## Assert yourself

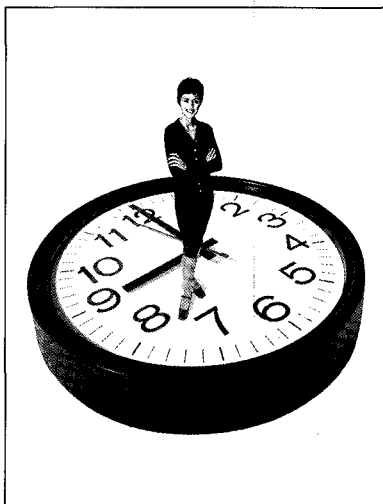
Don't be afraid to tell coworkers, "I leave work at 5:00 p.m., on time, every day. I must adhere to a 5:30 p.m. commitment each day." Employees tend to support coworkers when their goals are public knowledge. By setting a schedule, coworkers will learn to communicate with you earlier in the workday.

## Work fixed office hours

Accept appointments only during certain hours a few days a week. Perhaps you schedule appointments from 9:00 a.m.-10:30 a.m. and 2:00 p.m.-3:30 p.m. on Monday, Wednesday and Friday. This will help minimize interruptions when you're trying to leave the office.

## Prepare to leave

Gather your coat and place it in a visible spot so others see that you're closing shop. Close your door a few minutes before quitting time so coworkers will know you're busy and unavailable. Eventually, coworkers will learn to respect your time at the end of the day.



## Challenge assumptions

Long hours aren't protocol. To reduce time pressure, reclaim your day by completing your tasks within the workday. Avoid focusing on catching up. More often than not, your "to-do" list is longer than the hours in the day. Realize that employees tend to create work to fill up a certain amount of time. Oftentimes, you will accomplish the same amount of work in a 45-minute meeting as you complete during a 90-minute meeting. When working late is a habit, you tend to slack off a little during the workday. Increasing your productivity during the day will help you accomplish the same amount of work and leave the office on time.

## Start small

Think about how productive you are right before you go on vacation. Everything inside of you supports your desire to leave work on time. Minor tasks take a back seat as you focus on higher-value activities. Similarly, designate a single day, perhaps Thursdays, to leave work on time. To support this decision, you will automatically boost

your productivity on Thursdays by arranging your schedule more carefully. Although you will work regular business hours on this day, you will find that you accomplish as much as when you stayed late. After experiencing a few Thursday nights to yourself, you'll benefit from a system of self-reinforcement because you will enjoy the rewards you created. Then add another day, so that you leave on time twice a week, and repeat the process. Continue practicing your productivity skills and add more days until you're working a 40-hour workweek again and delivering even better results.

## Conclusion

Refrain from equating working long hours to a shortage of time. The problem is your habits, which collectively create decreased productivity. Everyone falls into the trap of devoting too much time to problems at work. Work isn't life. You are working to live, not living to work. Yes, you want to produce results, enjoy work and earn raises and promotions, but you need a worthwhile life in the process. Coworkers will soon follow your lead to seek equilibrium and foster a life outside of work. **esm**

*Laura M. Stack, MBA, CSP, is The Productivity PRO®, helping people leave the office earlier, with less stress and more to show for it. She presents keynotes and seminars on time management, information overload and personal productivity. You may contact Stack at (303) 471-7401 or e-mail her at [Laura@TheProductivityPro.com](mailto:Laura@TheProductivityPro.com).*

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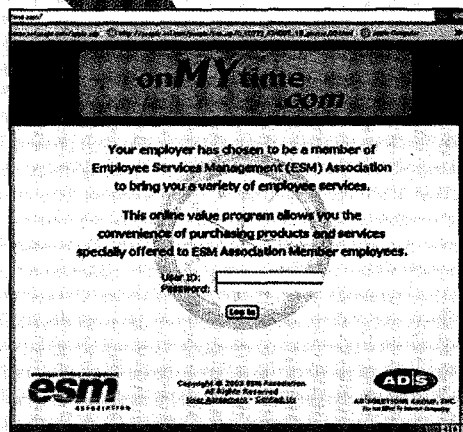
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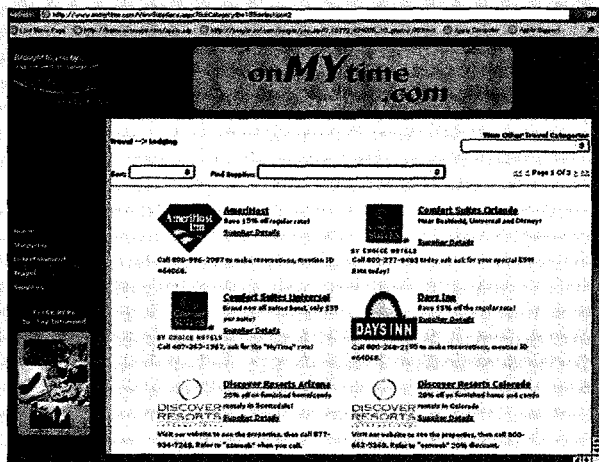
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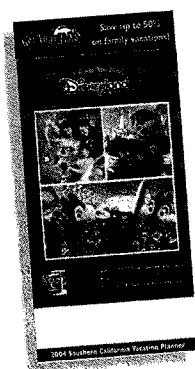
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# ESM

magazine

July/August 2004

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David A. Dean  
CEO and president  
Mercy Health System

# Culture of Excellence

For the 11th year, ESM Association has named  
Mercy Health System as the 2004  
Employer of the Year

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# YOU'RE INVITED TO ENTER ESM ASSOCIATION'S 2005 AWARDS OF EXCELLENCE PROGRAM

## Recognizing the BEST Employee Services Providers and Programs

### ***Employer of the Year Award***

This award recognizes superior support and value of employee services by the senior management of a member company.

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Nominate an ESM Association General Member for the General Member of the Year Award.

### ***Chuck Bashian National Associate Member of the Year Award***

Nominate an ESM Association National Associate Member for the Chuck Bashian National Associate Member of the Year Award. This award is named in

honor of the late Chuck Bashian, former marketing director for ESM Association.

### ***Innovative Program Award***

This award recognizes the creativity behind an individual program or activity within an overall employee services program in 2004.

### ***Leonard R. Brice Superior Chapter Merit Award***

This award recognizes best practices in chapter operations and benchmarks excellence in the delivery of programs and services to chapter members.

employee services management

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ASSOCIATION

## **Enjoy the Benefits of Participating**

Receive national recognition! ESM Association will recognize award winners at ESM Association's 64th Annual Conference & Exhibit, May 1-4, 2005, at the Rio All-Suite Hotel & Casino, Las Vegas, NV. Recipients will receive an award to display at the office and ESM Association will alert the press of their accomplishment with a press release and an article in *ESM Magazine*.

## **2005 AWARDS OF EXCELLENCE ENTRIES**

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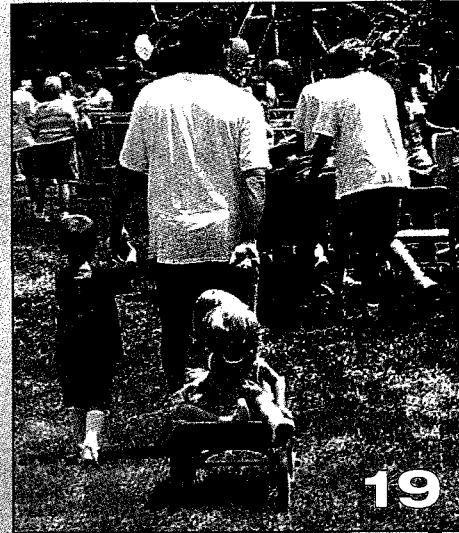
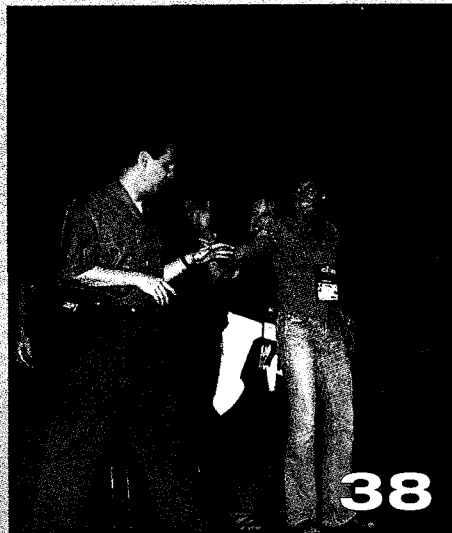
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## The time is now

**E**ach year, I look forward to compiling ESM Association's Awards of Excellence entries for *ESM Magazine* because this issue contains all the information employee services providers need to define employee services, justify their programs to management and discover what ESM Association has to offer its members. ESM Association members are the glue that holds a workforce together. They help employees balance work and life and unite workers through common interests and special events. Each article of the awards issue covers a different award recipient and describes their programs and dedication to the field. While reading the articles, consider the programs you manage, your continuous involvement in ESM Association or the dedication of your peers. Is your hard work, or someone else's achievements, deserving of an award?

ESM Association's Awards Committee is diligently working to mold ESM Association's Awards of Excellence program into a comprehensive means of member recognition. This year, expect to receive a streamlined awards brochure containing straight-forward entry requirements. Throughout the year, ESM Association members will also receive enhanced communication, including an e-mail timeline for preparing awards entries with deadline reminders for submitting awards and nominating peers. After reading the simple steps to creating an awards entry, you'll want to make this the year you document your accomplishments and potentially receive the recognition you deserve.

Once you've made the decision to submit an award or nominate a peer, begin by reading the articles in this issue. Notice the type of information we require and the amount of description provided for each program. Next, see the ad on the back of the magazine's front cover to choose an awards category that best matches your achievements this year. Then, visit [www.esmassn.org/awardsindex.htm](http://www.esmassn.org/awardsindex.htm) to learn more about past award recipients. This year, ESM Association posted each award recipient's original award entry. This is a great place to conduct some research and determine what it takes to create an award winning submission. On the website, you'll also see photos of award recipients accepting their awards and press releases announcing their accomplishments. ESM Association writes these press releases for the award winners so that they may share their success with supervisors, upper management, local media, and hometown media. When a member receives an award and shares it with their workforce, it often peaks employees' interest in the company's employee programs and promotes the company as an employer of choice.

The key to submitting a winning award entry is to begin compiling program information now. Create a binder and periodically insert fliers, memos, budget information, meeting agendas, and photos that support the success of your program. Then, as the deadline approaches, your only project will be to write a report based on the requirements listed in the awards brochure. As always, if you have questions, you may contact ESM Association Headquarters at (630) 368-1280 or [esmahq@esmassn.org](mailto:esmahq@esmassn.org). Good luck and enjoy your summer!

Renee M. Mula  
Editor

[reneemula@esmassn.org](mailto:reneemula@esmassn.org)

### Publisher

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### Editor

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**ESM ASSOCIATION  
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2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
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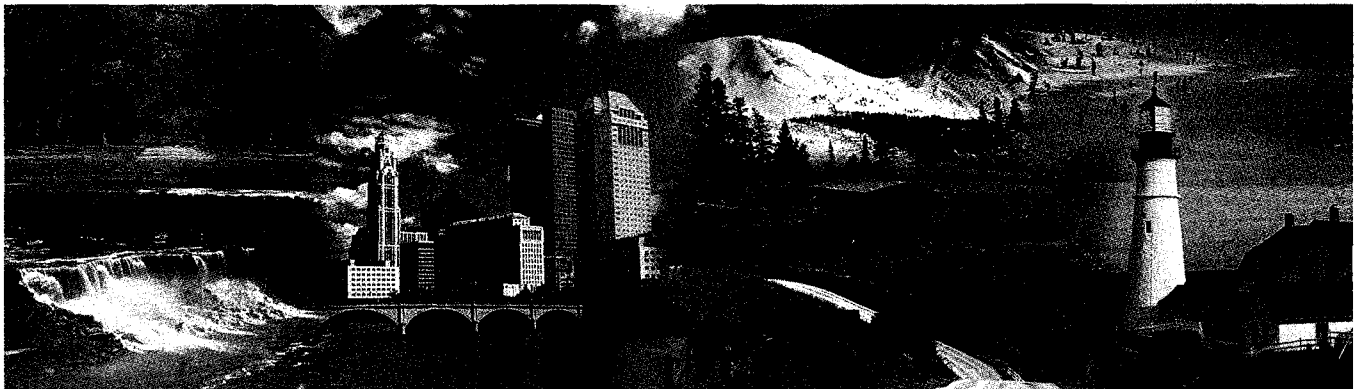
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# Trends in recreation

## Softball and golf top the list of sports programs companies offer employees

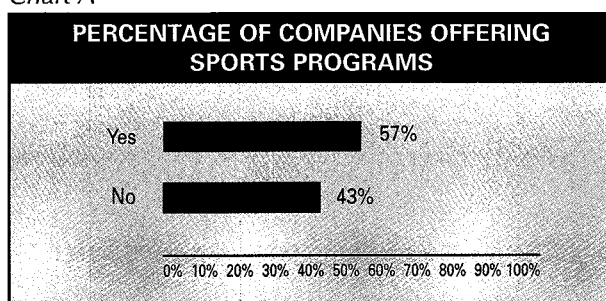
By Joe Doran

A significant and growing health risk in the U.S. is affecting nearly one out of four Americans and it's not cancer or AIDS—it's obesity. According to the Centers for Disease Control and Prevention, Atlanta, GA, obesity is one of the nation's top health risks. Treatments raise not only new challenges but also healthcare costs for patients, clinicians, employers, and insurers. Some of the risks associated with obesity are stroke, diabetes, cancer, and coronary heart disease.

When implementing plans for addressing obesity, employers should consider recreation programs. Championing participation in employee programs like basketball, soccer or volleyball or the use of employee facilities such as fitness areas, gymnasiums or fitness trails can lead to a healthier, content and more productive workforce.

In June 2004, Employee Services Management (ESM) Association developed the *Recreation Programs Survey* using the online survey administrator SurveyMonkey.com

Chart A



and e-mailed it to ESM Association members. The survey provided a 34 percent response rate with 282 participants. ESM Association members typically work in the human resource department of varying corporate, nonprofit, government, and healthcare-based work environments. The majority (80 percent) employ 5,000 or less employees locally, while nine percent employ 5,001-7,500 and four percent employ over 20,000.

### Participation in sports programs

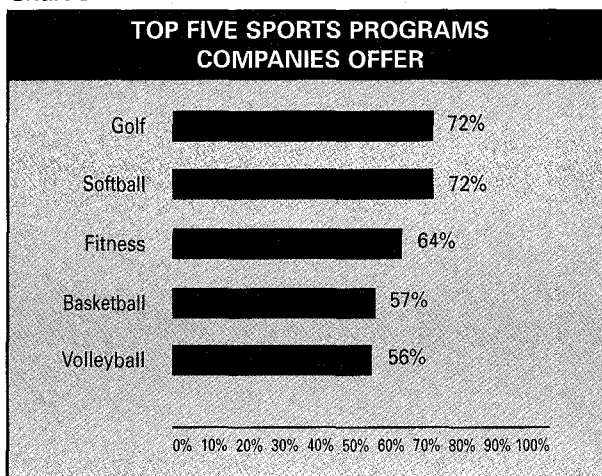
According to the survey results, 57 percent of respondents offer sports programs for employees. When asked which sports programs their companies offer, softball and golf were most popular at 72 percent. Fitness was second with 64 percent, basketball was third with 57 percent, volleyball was fourth with 56 percent and bowling rounded out the top five with 51 percent. When asked about employees' participation in sports programs, survey respondents indicated low participation. Just over 60 percent of members have an employee participation rate of 19 percent and below in the sports programs at their location. Nearly 28 percent of respondents indicated that 20-39 percent of employees participate. These low numbers could be due to where employees live in relation to the work site and may also depend on whether or not employees participate in sports and fitness programs in their communities.

The largest trend in activity over the last two years has been in the fitness arena with 40 percent of members saying that participation in fitness increased. At 25 percent of companies, golf increased in participation, while 28 percent said it stayed the same. As for softball, 18 percent said participation increased, while 28 percent said it remained the same. For basketball, 13 percent of respondents reported an increase in participation while 22 percent said participation remained the same. When asked about volleyball, 12 percent of respondents indicated an increase in participation and 22 percent said it stayed the same.

### New sports programs

An overwhelming 82 percent of members' employers have not added any new programs recently. This high number is likely due to a slow economy and tight budgets. Of the respondents that added new sports programs in the last two years, 21 percent added bowling, followed by indoor soccer (17 percent), tennis (17 percent), martial arts (13 percent), and fitness programs (13 percent). When asked if they plan to add any new sports programs in the next two years, responses varied greatly with the most popular being softball (four percent) and golf (four percent). Three percent of companies will add bowling or fitness facilities and two per-

Chart B

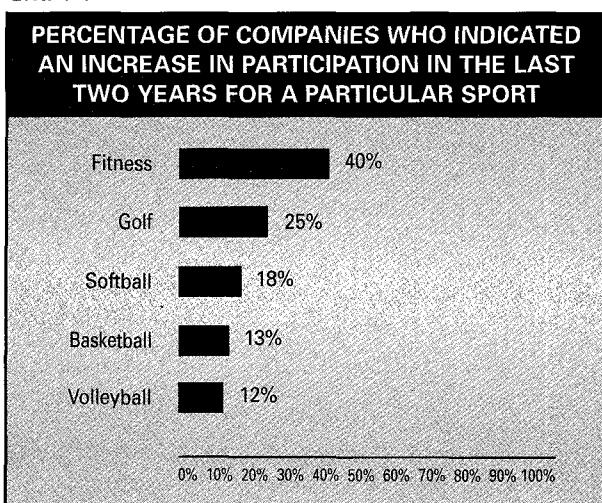


cent will add basketball or volleyball. The majority of members (72 percent) stated that they are not expecting additions to their programs in the next two years.

### Onsite sports facilities

Just under 48 percent of employers offer onsite sports facilities. Of the companies without onsite sports facilities, 57 percent said that they partner with community facilities to offer sports facilities to their employees. The most common facility companies offer onsite is a fitness facility with 87 percent of employers offering them to employees. Outdoor volleyball comes in second with 42 percent of companies offering these facilities followed by softball fields (38 percent), outdoor basketball (38 percent), and indoor basketball (35 percent). Fitness trails and outdoor tennis courts were also popular with both offered at 32 percent of members' locations.

Chart C



## Trends In Recreation

### Companies without sports programs

Out of the 43 percent of companies that do not currently offer sports programs, 75 percent said they never offered them. However, 25 percent have offered them at some time in the past. With a 27 percent response rate, lack of participation was the main reason for cutting the programs, followed by a lack of funding (13 percent). The most common answer was a combination of both with 43 percent saying that both lack of funding and lack of participation were causes for cutting sports programs.

### Conclusion

The results from ESM Association's *Recreation Programs Survey* show that 43 percent of member companies do not offer sports programs. Out of the 57 percent of companies that do, 60 percent said that only 19 percent or less of their employees take advantage of the programs and 17 percent said that only 20-29 percent of employees participate. Many factors could

result in low participation such as lack of program promotion, employees are too busy to make time to participate in leisure activities or employees are choosing to live sedentary lifestyles. Studies have shown that obesity is rapidly rising and exercise helps fight it. Employee services providers can promote the company's sports programs as a fun outlet for reducing stress, and possibly even shedding a few pounds. If your employer doesn't offer sports programs, conduct a survey of your own and gauge employees' interest in starting one. Also consider partnering with the community or neighboring corporations to share the use of sports programs and facilities to increase participation. **esm**

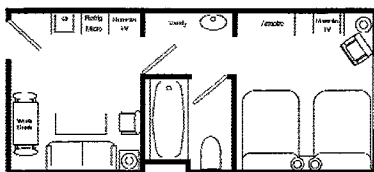
*Joe Doran is a student of Recreation and Park Administration at Eastern Kentucky University, Richmond, KY. During his internship at ESM Association Headquarters, Oak Brook, IL, he developed and administered ESM Association's Recreation Programs Survey. Doran can be reached at (937) 335-8204 or [joedoran82@netscape.net](mailto:joedoran82@netscape.net).*



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# Awards of Excellence

Awards stories written by Renee M. Mula, editor & director of communications, and Christina Sanchez, editorial assistant

**The best employee programs and top industry leaders receive national recognition**

---

**E**mployee Services Management (ESM) Association, Oak Brook, IL, is proud to present the winners of its 2004 Awards of Excellence. ESM Association bestows these awards to showcase the best employee services programs and recognize leaders in the employee services industry. This year, seven programs and individuals were awarded in six different categories. These categories include the Employer of the Year Award, Innovative Program Award, General Member of the Year Award, Chuck Bashian National Associate Member of the Year Award, Distinguished Service Award, and Leonard R. Brice Superior Chapter Merit Award. National Associate Members (suppliers) also received recognition for exhibiting at ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit. The recipients accepted their awards at the Opening General Session of ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit, held at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine, Grapevine, TX.

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## AwardsOfExcellence

### Top Executive

The Employer of the Year Award is presented to an employer or Chief Executive Officer (CEO) who supports, promotes and participates in the company's employee services program. The nominee must justify how employee services are important to boosting the productivity and morale of the workforce. This year's Employer of the Year is Javon R. Bea, CEO and president, Mercy Health System, Janesville, WI. Organizational Members nominate their CEOs and ESM Association chooses the winner based on the extent to which the nominee believes in employee services. The recipient of this award is considered an Employer of Choice based on the company's extensive offerings.

### Innovative Program

The Innovative Program Award recognizes the most creative activity within an overall employee services program. This year's winner is State Farm Insurance Co., Bloomington, IL. Entrants include their objectives, evaluation processes and how their programs increased the awareness of employee services to their companies' management.

### Employee Services Leaders

Paulette Bondi, CESM, clubhouse manager, Honeywell PS, Phoenix, AZ, received the General Member of the Year Award. Individuals nominated for this award proved their dedication to the employee services field in the last year, were active participants in ESM Association and made significant contributions to the local chapter and/or national organization.

The Chuck Bashian National Associate Member of the Year Award is named in honor of the late Chuck Bashian, former marketing director for ESM Association. This year's winner is Mary Lou Antista-Suba, group sales, San Diego Zoo/San Diego Wild Animal Park, San Diego, CA. Entrants for this award are nominated based on their understanding of the employee market and their contributions to ESM Association and its membership in the past year.

Bud Fishback, CESM, human resource manager, The Boeing Co., Seattle, WA, received ESM Association's Distinguished Service Award. Recipients of this surprise award are long-time ESM

Association members who continuously share their time and expertise with the association and their peers.

### Chapter Awards

As a national entity, ESM Association recognizes the value of its chapters located across the country. The chapters provide local members with frequent educational and networking experiences. ESM Association's Leonard R. Brice Superior Chapter Merit Award is judged on a point system. The ESM Association Southern Nevada Chapter and the ESM Association Greater Phoenix Chapter were both awarded the Leonard R. Brice Superior Chapter Merit Award. The chapters were granted these awards based on their outstanding chapter administration and their effective efforts to provide professional development and networking opportunities to their members.

### Exhibitor Awards

Many National Associate Members exhibited their goods and/or services in the Exhibit Hall of ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit. To show appreciation and motivate exhibitors to make the most of the employee market, ESM Association recognized exhibitors with the Exhibitor Longevity Award and the Best Booth Award.

Suppliers who exhibited at ESM Association's Annual Conference & Exhibit for five, 10 or 20 consecutive years receive the Exhibitor Longevity Award. This year's award recipient is Collette Vacations, Pawtucket, RI, for five consecutive years of exhibiting.

To award the First, Second and Third Place Best Booth Awards, volunteer judges evaluate each of the Exhibit Booths at ESM Association's Annual Conference & Exhibit. This year, they evaluated 70 Exhibit Booths to determine the following winners: First Place, Proflowers.com, San Diego, CA; Second Place, Get Away Today Vacations, South Ogden, UT; and Third Place, Gatorland, Orlando, FL. Judges granted these Exhibitors the Best Booth Award based on their appealing booths and superb exhibiting skills.

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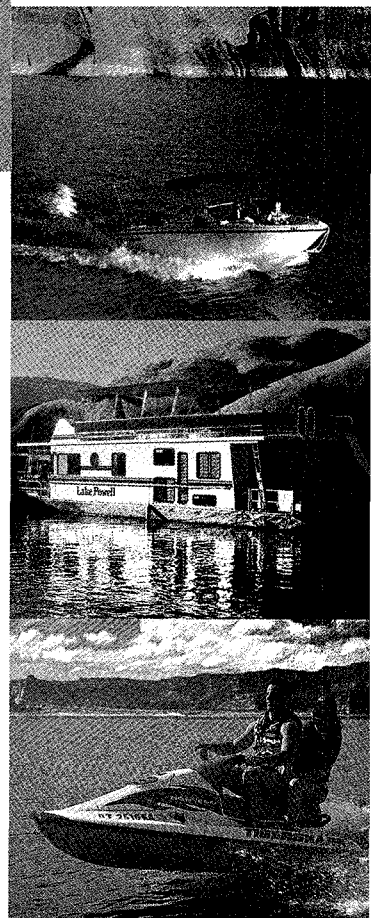
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# An Interview with ESM Association's 2004 **Employer** of the Year



*Javon R. Bea, CEO and president,  
Mercy Health System*

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**E**ach year, Employee Services Management (ESM) Association honors one member company's employer with its most prestigious award—Employer of the Year. This employer must demonstrate a sincere belief in and support of a successful and innovative employee services program. We are pleased to announce Javon R. Bea, CEO and president, Mercy Health System, Janesville, WI, as ESM Association's 2004 Employer of the Year. In the following interview, Bea talks with *ESM Magazine* about its Culture of Excellence and Servant Leadership, and provides proof that employee services help recruit and retain employees in the healthcare industry.

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**ESM Magazine:** Give us a brief overview of Mercy Health System's Culture of Excellence and its partner-focused programs.

**Bea:** In 2002, Mercy Health System brought to fruition 13 years of planning and hard work with the full implementation of its Culture of Excellence (COE) initiative, an extension of Mercy's mission and vision.

Its goal is to create an environment that fosters staff involvement and empowerment by focusing on staff partner needs. At Mercy, all employees are considered full partners in the organization.

The Culture of Excellence also is the standard by which Mercy defines and develops its employee services programs, such as our rewards and recognition

programs. Our Above and Beyond the Call of Duty (ABCD) Awards allow patients and partners to thank those that have gone out of their way to provide excellent service or kindness to others. Our Cash On Suggestions Taken (CO\$T) Award provides cash prizes for partner suggestions that Mercy implements. Both are Culture of Excellence initiatives.

**ESM Magazine:** *What makes Mercy Health System a great place to work?*

**Bea:** Servant Leadership. Studies have unequivocally shown that the primary factor influencing employees' satisfaction is their relationships with supervisors. Conversely, the number one reason people leave their jobs is poor relationships and dissatisfaction with supervisors. That's why our Servant Leadership model is a key philosophy that drives Mercy Health System. Our Leadership Development Academy dedicates over 80 hours to instilling the Servant Leadership philosophy in our leaders. Servant Leadership says that to best serve patients and customers, you must first serve your staff partners. If we can create happy, healthy and fulfilled partners, they will be better equipped to do the best job possible and our patients will benefit. The Servant Leadership model turns the traditional hierarchy upside down to create a more responsive environment that encourages innovation.

We believe in celebrating our partners by recognizing them with an Annual Partner Recognition Dinner and holding regular company picnics. Many companies have given up this practice, but we see the value in providing a special place and time to show appreciation. We also offer regular partner health fairs with free screenings and flu shots to help encourage our partners to stay healthy. This complements our other benefits offerings such as the onsite fitness center, aquatic center (with half-price membership for partners) and access to free or discounted health and wellness classes.

**ESM Magazine:** *How long have employee services existed at Mercy Health System and how have they evolved over the years?*

**Bea:** I came on board Mercy Health System in 1989. At that time, Mercy was a single location hospital struggling to compete in a tough market and a very challenging industry. Treating employees with care was always a high priority but, at that time, we had far fewer resources. As we developed Mercy into the 53-location System you see today, we also grew our employee services programs and reinvested in our employees. The Culture of Excellence formalized what we were doing for a decade, from 1989 to 1999.

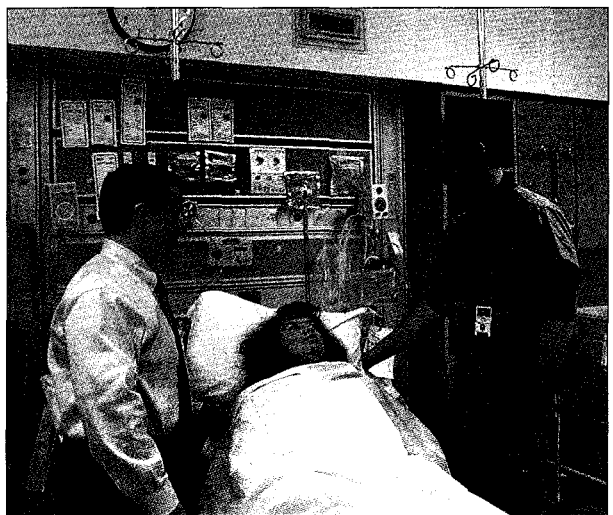
Another important part of our evolution relates to partner feedback. We survey our partners annually to measure their satisfaction. This includes questions

about how they perceive our employee offerings and how we can help them live balanced lives. We strive to be the best we can be by treating our partners with the utmost care.

**ESM Magazine:** *How do employee services benefit the facility? How do they benefit the partners?*

**Bea:** Mercy's employee services support our philosophy, benefit our partners from the day of hire to the day of retirement, meet individual and family needs, and assist partners while at work and at home. Directing our energy toward a passionate and dedicated staff, Mercy is able to achieve a higher level of goals never before possible. As we are responsive to our employees' needs, they will naturally be responsive to our patients' needs, boosting our patient satisfaction scores to admirable levels. Comprehensive employee services help keep turnover rates low in a highly competitive market. In fact, our nursing turnover rate is lower than the national average.

Our partners benefit from our employee services in a myriad of ways. An example is our support for family needs such as childcare and time off for taking care of ill family members. We have a Soup-N-Sniffles program that provides staff partners with onsite ill childcare for a minimal fee that they may elect to have payroll deducted. Partners can also take advantage of numerous discounts to events like Milwaukee's annual Summerfest, the Milwaukee Zoo, Noah's Ark water park, Six Flags Great America in Gurnee, IL, and Florida hotels, parks and rental cars. Mercy is a family environment with annual family picnics, children's holiday parties, holiday dinners, and free turkeys for the holidays, to name a few. We offer these services in addition to a company-financed pension program and



**Javon R. Bea, president and CEO of Mercy Health System, visits with a patient and physician while making rounds through the hospital.**

## Employer of the Year



Bea leads a team of over 200 Mercy partners during the American Heart Association's Heart Walk.

a partner-financed 403(b) program with a company match. We also offer tuition reimbursement, discounts for numerous Mercy services and retail products, and a full complement of insurance programs including short- and long-term disability, health, life, and dental.

**ESM Magazine:** *What do you expect from those who run employee services, such as your childcare and activities programs?*

**Bea:** Excellence. That is what we expect from our over 3,000 partners. We expect our partners who coordinate the employee services program to constantly meet and exceed the needs and expectations of our partners. These programs should also cater to the needs of our staff partners. What is most important to them? What do they need to feel better? We're a team and, to be successful as a team, we need to check in with each player. As much as we ask our patients for informal feedback, we also ask our partners. We want them to feel supported and take pride in their jobs and workplace.

**ESM Magazine:** *In your opinion, what is top management's role in the support of these programs?*

**Bea:** Under the Servant Leadership philosophy, top management is at the bottom of the inverted pyramid. That means that top management's role is to fully support meeting the needs of our partners. Top management routinely "cruises and connects" with all partners to ensure their needs are met. Management has an open door policy and we teach the importance of frequently saying, "thank you." When our partners accomplish something outstanding, we want them to know how much we appreciate them.

**ESM Magazine:** *What trends do you see in employee services offerings?*

**Bea:** To stay abreast of trends, Mercy surveys publications and other research sources monthly to get a sense of what is occurring in the healthcare and employee services industries. Currently, we see a trend toward greater flexibility of employee offerings. Diversity is driving employee trends. Our Baby Boomers are looking for strong financial retirement support, while Generation X prefers discounts, educational options and professional growth. Families need childcare support and travel discounts to area and holiday attractions. For all that, we must have a flexible partner support program that meets the diverse needs of our partners.

**ESM Magazine:** *How have the conditions of the economy and country affected Mercy Health System, its Childcare and Activities Department and the programs offered?*

**Bea:** Despite the changing conditions of the economy, Mercy's Culture of Excellence strategy has resulted in continued growth and success. Prior to offering a service, we consider whether or not it will continuously provide value to our stakeholders. However, it is clear that individuals all over are experiencing high levels of stress as spouses and family members face a depressed economy. At this time, some of our employees have spouses and children overseas, which is obviously a difficult situation to face. To do its part, Mercy strives to offer its partners an added level of support through benefits such as support groups and Employee Assistance Programs.

**ESM Magazine:** Please describe Mercy Health System's involvement in the community and how employee services enhance the perception of your company in the eyes of the community.

**Bea:** Developing innovative programming that results in improved quality of life for our community members is central to Mercy's organizational mission. Mercy is a leader in providing free and affordable care. This year alone, Mercy will provide over \$20 million in uncompensated care and free services. Mercy physicians volunteer their time and talents at free clinics in both Wisconsin and Illinois, and Mercy partners with local city, state and school district officials to offer free prenatal classes, comprehensive treatment for children, and emotional and emergency medical services training to a variety of communities.

Mercy Health System also created and runs one of the only health-system owned homeless centers in the nation—The House of Mercy Homeless Center. This unique 30-bed residential facility is committed to caring for women, children and families with few places to turn. To date, the House of Mercy has served over 2,600 individuals. Many staff members, including me, volunteer their time at the Center by taking overnight shifts.

Our community commitment is a deeply held value. Two years ago, we created a new position at Mercy—the Vice President of Community Advocacy—to expand our community efforts. This person serves as a liaison between our local community members and area political, social and charitable organizations. He works with the Director of Community Affairs to identify and solve community problems and partners with other organizations to provide maximum value. Mercy's leaders participate in events like the United Way's Annual Day of Caring and volunteer their time and talents to organizations close to their hearts. We try to support these endeavors with flexible time-off policies and financial donations.

**ESM Magazine:** Do you feel employee services help recruit and retain employees? If so, how have your employee services helped recruit and retain employees in the healthcare industry?

**Bea:** Absolutely. High-caliber healthcare professionals are always in demand. Our employee services make partners want to join Mercy and stay with the System, as evidenced by our many long-term employees. Our turnover rates are phenomenal compared to healthcare industry benchmarks and best practices. According to the Bureau of National Affairs, Washington, DC, last year's industry norm for turnover was 13.6 percent. In 2003, Mercy's turnover rate was only 9.6 percent. When compared to specific hard-to-recruit positions, similar trends exist.

Mercy also realizes the value of providing an extensive benefits package and this, in turn, helps us attract and retain the high level of talent we desire. We offer financial, lifestyle, health, and flexible benefits that our staff partners value. They receive bonus compensation for jobs well done, profit sharing, benefits for part-time staff members, flexible-job and family-leave options, health insurance, and ample time off, to name a few. We provide a discounted toy sale for partners just before the holidays, all partners receive 10 percent off any Dell computer purchase and we offer Stay Healthy and tuition reimbursement programs. Annually, we review our benefit offerings and compare our partner services with our competitors.

**ESM Magazine:** Have you seen indications that recruitment and retention will continue to be the top issues facing employers? Please explain.

**Bea:** Yes. With an increasing need for healthcare services for Baby Boomers on the horizon, healthcare organizations must find qualified, caring staff to provide these services. Baby Boomers will require higher acuity, longer-term care. All these factors mean more staff, so recruitment will be an issue. Industry research projects that by the year 2010, the U.S. will need more than five million new healthcare workers. On the other hand, the future workforce of America is remaining stagnant. Also, the number of people entering healthcare professions—from physicians to nurses to pharmacists—is remaining stagnant, if not decreasing. For employers like Mercy, recruitment and retention will remain a top issue.

**ESM Magazine:** How do your employee services help employees balance their work and personal lives?

**Bea:** Flexible work scheduling and a liberal family leave policy are two of the most valued benefits we offer. Those benefits alone help our partner satisfaction



**Bea holds regular forums to keep Mercy's 3,000 partners up-to-date on new advancements and growth within the System, and to remind them that every patient interaction is an opportunity to further the mission of Mercy Health System.**

## Employer of the Year



**Not afraid of a little water, Bea takes on a child in a squirt gun fight at an annual Partner Picnic.**

rates skyrocket. In addition, partners immediately begin accruing Combined Time Off (CTO), which includes sick days, personal days and vacation days. Partners can use these paid hours how they wish and as early as 90 days after hire. Combined, these programs cut down on absenteeism and place less stress on working employees and patients.

But beyond the tangible partner benefits Mercy offers is a core value that we could all use a little more of: fun. We want partners at Mercy to enjoy their jobs and their lives. Healthcare is a stressful industry and that makes it all the more important to be able to laugh and enjoy downtime. Mercy arranges for regular partner get-togethers, offers discounted tickets to many entertainment events, provides access to hundreds of free and low-cost system-sponsored classes like yoga and stress relief techniques, and encourages employees to take advantage of these services so they can live balanced lives.

**ESM Magazine:** *What evidence have you seen that proves the value of your employee programs?*

**Bea:** In 1998, our turnover rates were almost 20 percent. Now, they are almost nine percent. In the last year alone, we have seen our "Days to Fill a Position" decline from almost 50 days down to 12 days. Our level of employee/partner commitment to customer service has increased from 85 percent to 95 percent in 2003.

Longevity is another measure we take very seriously. Almost half (48 percent) of our staff partners have been with us over five years, and 24 percent for more than 10 years. We have a growing number of 20-, 30- and 40-year employees and one employee who just celebrated his 54<sup>th</sup> year with Mercy. Today's work culture often fails to support loyalty; rather, it rewards move-

ment. It is a point of pride for us that so many of our partners remain with the System throughout their careers. We work hard to make sure they feel valued.

**ESM Magazine:** *Please explain your level of participation in Mercy Health System's partner-focused programs, community services and events. What do you enjoy most about participating in these programs?*

**Bea:** Making a personal connection with patients, customers and partners is the most valuable and enjoyable part of my job. You can't really know the needs of your community or coworkers unless you engage in frequent, open and honest communication with them. When I volunteer at the House of Mercy Homeless Center, I see how homelessness affects a family and a community. In Partner Forums (a discussion designed to promote open communication), I learn our employees' concerns and take steps to address them. During administrative rounds, I touch base with senior leaders and receive updates on important organizational operations. Mercy partners know they can call me or come to my office at any time. I regularly review patient and partner survey feedback and help drive enhancement opportunities. During our partner events, you'll see me handing out the burgers and prizes as well as playing the games.

**ESM Magazine:** *How do you relieve stress and balance your work and personal life?*

**Bea:** Having a healthy balance between work and personal life is very important to me. As I've watched my six children grow, I've realized the importance of prioritizing everything in life, keeping commitments, being there for the people who need me, and living every day to the fullest. My family is my priority and I arrange my schedule to spend time with them.

In terms of stress relief, I find meditation very relaxing and reinvigorating. I also enjoy karate, the outdoors and hunting. On Saturday mornings, you'll find my youngest son and me taking a relaxing hike through the woods, enjoying the beautiful landscape and wildlife.

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*Javon R. Bea was nominated for ESM Association's 2004 Employer of the Year by Renee Dooman, childcare and activities coordinator, Mercy Health System, Janesville, WI.*



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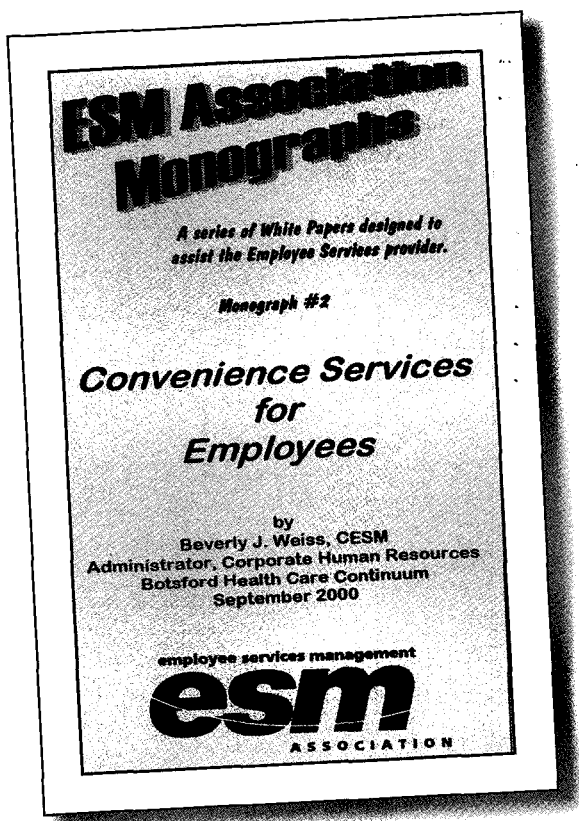
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# Day of Fun

**State Farm Insurance Co. provides its workforce with a low-cost day of family entertainment**

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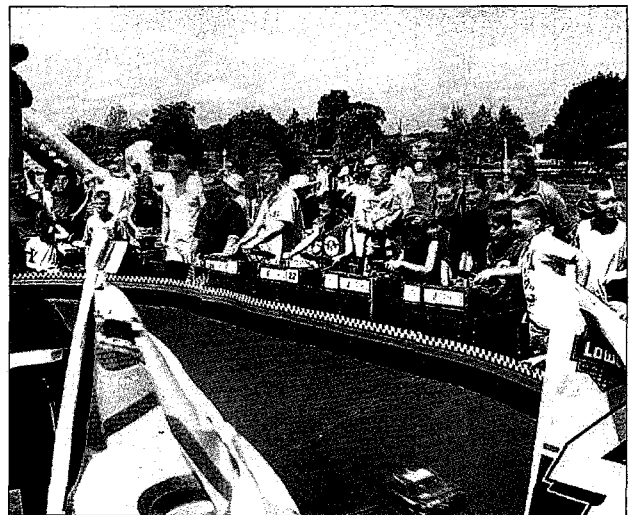
**E**ach year, the State Farm Employee Association at State Farm Insurance Co., Bloomington, IL, plans Playday, a carnival-style special event that brings employees and their families together to enjoy food, games, rides, and entertainment on the company grounds of State Farm Park. With over 16,000 employees at six different locations in the Headquarters' area, State Farm employees look forward to this long-standing tradition as an opportunity to interact and socialize with one another.

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In 2003, over 7,000 employees attended Playday, which is State Farm's largest employee event. Each year, the Playday Committee's goal is to provide employees with a full day of fun at a minimal cost. The fee to participate includes food, beverages and entertainment tickets, so that attendees do not need to pay for items the day of the event. It not only allows employees to spend time with loved ones, but also provides employees with opportunities to volunteer for the company. Many employees donate three hours of time to work various food concessions and activities.

## **Low-cost activity**

Prior to the event, employees purchase their Playday event tickets at one of the corporate Activities Offices or from their State Farm Employee Association representative. Tickets also are available the day of the event at a higher cost. The ticket prices are separated into three age groups: adults ages 12 and over receive 20 food tickets



**At the 2003 State Farm Employee Association's Playday event, remote control racing was a new offering.**

## State Farm Employee Association

for \$12; children ages four to eleven receive 16 food tickets for \$8; children ages one to three receive six food tickets for \$2; and children under one year old are free. Attendees enjoy a wide range of food including pizza, lemonade shakeups, funnel cakes, corn dogs, and the bestseller cotton candy. Each food item has a ticket value, so attendees may eat what they desire until they exhaust their food tickets. For example, a chicken sandwich requires four tickets, whereas a caramel apple calls for two tickets.

On the day of the event, attendees park their cars in the Corporate South parking lot and take a four-minute bus ride to State Farm Park. Busses run from 9:00 a.m.-5:00 p.m., with crafts, musical entertainment and rides running at various times throughout the day. Other activities include pony rides, a petting zoo, carnival rides, children's games, arts and crafts, rock climbing, inflatables, and more.

The State Farm Employee Association encourages employees to volunteer for Playday, which requires nearly 500 adult volunteers to execute. Employees recruit coworkers as volunteers and bring along their children, who may volunteer with adult supervision. Volunteers receive free admission to Playday, including free food tickets, priority parking and opportunities to win door prizes.

### Budget and evaluation

The Playday Committee is separated into several subcommittees that meet on a monthly basis. At the first planning meeting, committee members evaluate last year's successes and failures and discuss new ideas. The event has a total operating budget of \$75,000 and it serves as an expense for the State Farm Employee Association. Based on the prior year's budget and expenses, the committee designates a dollar amount for each subcommittee to spend. During the planning process, if a particular subcommittee anticipates exceeding its budget, the committee chairperson reviews the expenses and provides ideas for operating within the budget.



**The Chair Swing is one of the more popular rides every year.**



**Playday allows family members to spend quality time together and enjoy State Farm Park.**

Last year, the committee set a goal to either stay within budget or cut its deficit. After several years without a price increase, the committee decided to raise the price of admission by \$2, change the age of free admittance and no longer provide unlimited drinks. Another approach to cutting costs required the committee to ask more employees to work the event. After recruiting more volunteers, the committee all but eliminated the cost of hiring workers. The State Farm Employee Association also saved money by only purchasing T-shirts for committee members instead of for all volunteers. These savings allowed the committee to provide additional entertainment throughout the day. With these few changes, the Playday Committee achieved its goal of reducing its deficit from 21 percent over budget to four percent. Last year, after income, Playday cost the State Farm Employee Association just under \$3,000.

### Conclusion

Companies continue to struggle to help employees balance work/life issues. The State Farm Employee Association's Playday allows employees and their families to spend a day together and enjoy summertime activities on the company's grounds. The event also serves as a teambuilding project for the Playday Committee members and the employee volunteers they recruit.

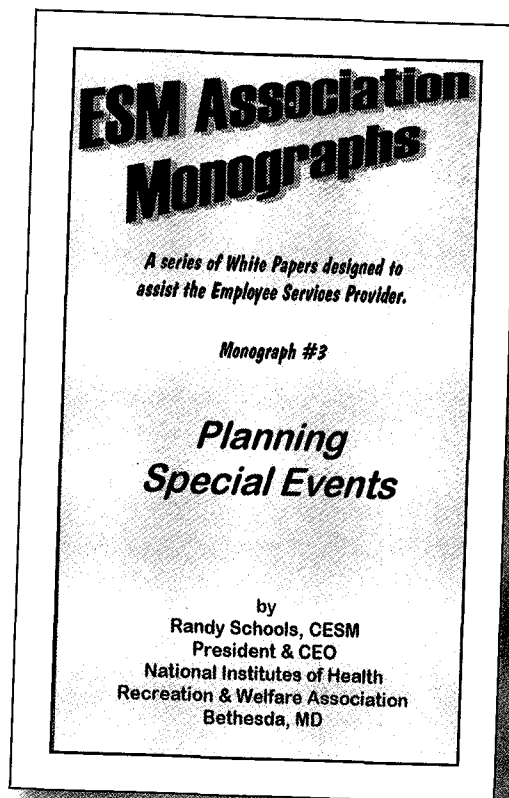
Employees choose to participate in various activities offered by the employee association, but Playday is a long-standing tradition that most employees look forward to each year. With over 16,000 employees at six different locations in town, this event provides all employees with a chance to interact and socialize with one another.

**esm**

*Bill Rhodes, activities supervisor II, State Farm Insurance Co., Bloomington, IL, submitted his company's Innovative Award entry. He may be reached at (309) 735-0536 or bill.rhodes.B909@statefarm.com.*

# Planning Special Events

Special events are a component of employee services that bring employees, friends and families together. Special events not only promote a unified workforce, but they also boost morale by showing appreciation and rewarding employees for their work. Yet, without guidance, planning special events for a large employee base can be overwhelming, time consuming and costly. The third ESM Association Monograph, *Planning Special Events*, is a how-to guide that provides simple tips for planning successful special events. From selecting the perfect venue to developing a budget, this Monograph will help you plan memorable, enjoyable and cost-efficient events that will give your employees a sense of pride in the company.



Employee Services Management (ESM) Association's Monograph #3, *Planning Special Events*, by Randy Schools, CESM, president and CEO, National Institutes of Health, Recreation & Welfare Association, Bethesda, MD, advises on:

- *Selecting an event site.*
- *Choosing the menu.*
- *Developing a budget.*
- *Evaluating the event.*

This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*, and Monograph #2, *Convenience Services for Employees*. View all three Monographs in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org) or order a hard copy from ESM Association.

## Order Today!

Please send me my free copy of Monograph #3:  
**Planning Special Events**

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☐ This brochure is the third in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

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## REQUEST FOR DONATION

### Help make employee services education and research possible

The increasing demand for work/life programs has helped solidify the need for employee services programs in corporate America. Therefore, more research and educational materials are needed to guide employee services managers through the implementation of these programs.

Only those companies that attract, retain and motivate employees will succeed in today's highly-competitive job market. Employee services programs help employees balance their work and personal lives, leading to improved morale and higher productivity.

Your tax-deductible donation will help the ESM Association Foundation achieve its goal of providing employee services professionals with the data and education necessary to manage employee services programs that retain workers and improve employee quality of life.

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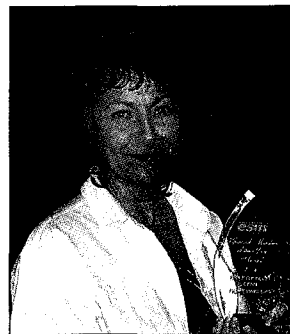
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# Leading by example

ESM Association recognizes Paulette Bondi, CESM, for her dedication to the field

---

**E**mployee Services Management (ESM) Association honored Paulette Bondi, CESM, clubhouse manager, Honeywell PS, Phoenix, AZ, with ESM Association's 2004 General Member of the Year Award for her outstanding contributions of time and expertise to the association.



Paulette Bondi, CESM, clubhouse manager, Honeywell PS, Phoenix, AZ, accepts her 2004 ESM Association General Member of the Year Award.

The 2004 General Member of the Year Award recognizes one ESM Association General Member who best displays a proven dedication to the employee services field, is an active participant in ESM Association, makes significant contributions to a local chapter or the national organization, and was an employee of a General Member company during 2003. Bondi's efforts helped ESM Association progress over the last year and she has earned the respect of her peers.

### Believing in employee services

Bondi, a Certified Employee Services Manager (CESM), has exhibited passion for the association for 11 years. She became active in ESM Association when volunteering as a member of the Honeywell PS employee club. In her first year, she served as the alternate ESM Association representative for her division. Six months later, she became the primary ESM Association representative. The next few years saw corporate downsizing and the drive for increased profits, leading many companies to introduce austerity programs. Some companies, including Honeywell PS, reduced and eventually eliminated funding for employee services such as the employee club. During this period of low employee morale, Bondi tapped into ESM Association's resources for ideas on maintaining a positive work environment. Bondi persistently and passionately supported the organization and its mission. Despite the Human Resource Department's lack of support, Bondi continued to donate her time to serve as the ESM Association representative for Honeywell PS. In 2001, Honeywell PS asked Bondi to manage the Honeywell Employee Store. Today, she stocks the store's shelves with products from various ESM Association National and Local Associate Members, generating nearly \$125,000 annually.

### National and chapter involvement

Bondi began her leadership role in the association in 1999 as Treasurer for the ESM Association Greater Phoenix Chapter. After serving two years on the local Board of Directors, Greater Phoenix Chapter members elected her 2003-2004 Chapter President. During her presidential term, Bondi gained national recognition and was asked to join the National Board of Directors as a Director in 2003. That same year, she served as a member of the Awards Committee. Currently, she lends her expertise to the Certification Committee.

As president of the Greater Phoenix Chapter, Bondi helps rejuvenate and grow its membership through professionalism, dedication and passion. Along with the tra-

ditional presidential duties, she creates and publishes meeting agendas, institutes themes for each meeting, arranges for volunteers to recruit guest speakers, monitors expenses with an annual budget, and assures that the gatherings offer refreshments at no cost. She initiates improvements to the chapter website to create a valuable resource and communication tool for chapter members and prospects. Bondi regularly updates the website and publishes the monthly online chapter newsletter. At the request of the members, Bondi also initiated the development of a new member directory. In fact, the chapter's enhancements, quality leadership, thriving membership, educational meetings, and benchmarking opportunities also earned the Greater Phoenix Chapter ESM Association's 2004 Leonard R. Brice Superior Chapter Merit Award.

### Displaying dedication

Bondi donates nearly 20 hours a week to the Greater Phoenix Chapter as Chapter President, while taking on various other chapter responsibilities. Since her duties as Treasurer began in 1999, Bondi continues to annually complete and file the chapter's taxes. She also accepts responsibility for meeting all chapter requirements established by ESM Association. Bondi attends four National Board meetings annually. She received her certification in 2002 and attended ESM Association's Annual Conference & Exhibit from 1997-2004. Bondi continually shares her expertise nationally and locally to help ESM Association support and enhance the employee services field. She is respected as an energetic individual who is always willing to improve current processes by thinking outside the box. ESM Association President Clay Clark, CESM, presented Bondi with the 2004 General Member of the Year Award on May 20, 2004 at the Opening General Session of ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit, held at the Gaylord Texan<sup>TM</sup> Resort & Convention Center on Lake Grapevine in Grapevine, TX. **esm**

*Tim Callaway, benefits coordinator, Las Vegas Convention & Visitors Authority, Las Vegas, NV, nominated Bondi for this award.*

# You Have Questions, ESM Association Has Answers

How do I justify work/life programs to management?

What legal issues are involved with employee associations?

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## **ESM Association's Counsel and Advice**

ESM Association's staff is available to assist members with special requests. Just call, e-mail or fax your topics of interest and you will be paired with one of our knowledgeable Member Services representatives. Our staff will save you time by immediately connecting you with the resources you need.

*Maximize the benefits of joining ESM Association by becoming an active member.  
Contact us and take advantage of our invaluable resources today!*

## **ESM Association Headquarters**

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# Online Member Services

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ESM Magazine's Keynotes, Buyer's Guide Update and ESM News departments are exclusively available online in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org).

## Logging on

Accessing the new online Member Resources Section is simple. Just log on to [www.esmassn.org](http://www.esmassn.org) and click on the Member Resources Section button. You will be asked to provide an access code\* that includes your five-digit member number and last name. Look for your member number on the mailing label of this issue.

## Keynotes

*online*

Click on the Keynotes button for the latest workplace trends. Keynotes provides employee services managers with short articles detailing work issues, quick tips, statistics and quotes. Use this information to get organized, learn new concepts and justify your programs to management. The new online format also allows you to view an archive of previous Keynotes articles.

## Buyer's Guide Update

*online*

Click on the Buyer's Guide button to obtain a monthly listing of new National Associate Members, including their contact information and product descriptions. Then, view the entire online Buyer's Guide for a complete listing of products and services to meet your outsourcing needs.

## ESM News

*online*

Be the first to know what's new with ESM Association. ESM News is your information source for the latest programs, services, events, and resources available to you as an ESM Association Member. Also discover how your peers are making waves within the organization.

### Also in the Member Resources Section:

- Membership Directory • Benchmarking • ESM Foundation Monographs



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\*Access codes are only available to ESM Association Members. Member numbers expire with membership. Unauthorized use is prohibited.

# Top Marketer

**Mary Lou Antista-Suba, San Diego Zoo/San Diego Wild Animal Park, is recognized for her excellence in selling to the employee services market.**

**M**ary Lou Antista-Suba, group sales, San Diego Zoo/San Diego Wild Animal Park, San Diego, CA, received Employee Services Management (ESM) Association's Chuck Bashian National Associate Member of the Year Award for her dedication of time and expertise to the employee services market in 2003. Named in honor of ESM Association's former marketing director, the late Chuck Bashian, The Chuck Bashian National Associate Member of the Year Award recognizes one ESM Association National Associate Member (supplier member) that displays a true understanding and appreciation of employee services providers' product and service needs.



**Mary Lou Antista-Suba, recipient of the 2004 Chuck Bashian National Associate Member of the Year Award.**

Antista-Suba is the second person to receive this award. She perceives ESM Association as a partnership between Organizational Members, National Associate Members and the association to provide the best offer-

ings to employees. As a result, San Diego Zoo/San Diego Wild Animal Park holds membership with the national organization as well as local chapters of ESM Association.

**Exhibitor and sponsor**

The San Diego Zoo/San Diego Wild Animal Park has exhibited at ESM Association's Conference & Exhibit for 26 years. Antista-Suba welcomes attendees to the booth with her friendly demeanor and can-do attitude. As an Exhibitor, her company offers ticket-selling programs and the Zoofari Club discount card to organizations with over 100 employees. San Diego Zoo/San Diego Wild Animal Park's employee program is just one example of how companies work with suppliers to offer travel services that balance employees' work and personal lives.

The San Diego Zoo/San Diego Wild Animal Park also sponsors conference events. In 2002, Antista-Suba scheduled a Sunset Bus Tour of over 80 percent of the zoo's inhabitants for conference attendees. After the tour, the group enjoyed a buffet dinner while trainers introduced small animals to the group and the Safari Bush Band entertained.

The San Diego Zoo/San Diego Wild Animal Park takes advantage of ESM Association's various marketing options such as advertising in *ESM Magazine*. As an ESM Association National Associate Member, the company also participates in ESM Association's online buying program, onMYtime.com. Designed to help employees live balanced lives, onMYtime.com provides a web portal for San Diego Zoo/San Diego Wild Animal Park and other suppliers to sell online services directly to the employees of ESM Association member companies. Through onMYtime.com, San Diego Zoo/San Diego Wild Animal Park offers discounted ticket packages.

ESM Association President Clay Clark, CESM, presented Antista-Suba with The Chuck Bashian National Associate Member of the Year Award on May 20, 2004, during ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine in Grapevine, TX. **esm**

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# Advancing the profession

**ESM Association recognizes local chapters for networking opportunities, educational programs, communication tools, and vendor fairs**

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In the early 1980s, Leonard R. Brice, former consultant for Employee Services Management (ESM) Association, helped develop the chapters that give ESM Association a strong foothold in major markets throughout the U.S. today. ESM Association chapters are an excellent resource for local members to participate in networking meetings and educational opportunities covering employee services, work/life issues and recruitment and retention strategies. This exclusive network provides assistance to companies wanting to develop or improve programs based on ESM Association's "10 Components of a Well-Rounded Employee Services Program." Many members use their local chapters as steppingstones to involvement in national leadership.

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ESM Association's Leonard R. Brice Superior Chapter Merit Award recognizes chapters that provide various networking opportunities to members, deliver enhanced personal and professional development and conduct business in a sound manner. Based on their outstanding chapter administration, ESM Association presented the 2004 Leonard R. Brice Superior Chapter Merit Awards to the ESM Association Greater Phoenix Chapter and the ESM Association Southern Nevada Chapter. Representatives from each chapter accepted their awards during ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit, May 20-23, 2004, at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine, Grapevine, TX.



**ESM Association Greater Phoenix Chapter Board members accept the Leonard R. Brice Superior Chapter Merit Award at ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit.**

# Advancing the Profession

## Chapter Awards



**ESM Association Greater Phoenix Chapter members network during a chapter educational function.**

### ESM Association Greater Phoenix Chapter

With a total of 229 members, the ESM Association Greater Phoenix Chapter provides networking, community service and educational opportunities to many of the top employee services managers located in the Greater Phoenix area. Members meet and network at educational monthly meetings held at locations throughout Phoenix, including the Challenger Space Learning Center, Peoria Sports Complex and Enchanted Isle at Encanto Park. Educational topics include "Value of Volunteering," "Eating Healthy—Food and Recipes" and "Active Listening Skills."

Local suppliers also benefit from membership by reaching the virtually untapped employee market. They enhance employee programs with products and services such as travel services, recognition gifts and voluntary benefits. The Greater Phoenix Chapter holds a Reverse Trade Fair that allows employee services providers to explain their programs to supplier members and communicate their product and service needs. This activity proves to be an excellent client-prospecting tool for suppliers.

In addition to monthly meetings, the chapter helps Organizational Members plan Employee Discount Fairs at their facilities. The Chapter Board facilitates these events by serving as the liaison between the suppliers and the employee services provider hosting the fair at his or her company. The company completes and submits a form with the date and time of the fair. Then, the chapter Board announces the company's fair to all local supplier members and compiles a list of suppliers interested in participating in the event. From the list, the employee services provider selects suppliers with products and services that appeal to the company's workforce. The chap-

ter then sends invitations to the selected suppliers and thanks those not selected. All communications pertaining to the event is sent through the chapter, minimizing the employee services provider's work. The Chapter organized 13 successful Employee Discount Fairs for various Greater Phoenix Chapter members.

The Greater Phoenix Chapter rejuvenated and grew its membership through professionalism, hard work and dedication. Chapter leaders created and published agendas for each monthly meeting, instituted themes for each meeting, arranged for volunteers to recruit guest speakers, and monitored expenses with an annual budget. The chapter initiated improvements to the website, [www.esmassociation.org/phoenix/](http://www.esmassociation.org/phoenix/), to create a valuable resource and communication tool for chapter members and prospects. The monthly chapter newsletter is published online as well. At the request of its members, the chapter also developed a new member directory. Strong leadership qualities are evident both locally and nationally as ESM Association Greater Phoenix Chapter President Paulette Bondi, CESM, a Director on ESM Association's Board of Directors, received ESM Association's 2004 General Member of the Year Award. ESM Association President Clay Clark, CESM, presented chapter Board members with ESM Association's Leonard R. Brice Superior Chapter Merit Award plaque on May 20, 2004, at the Opening General Session of ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit.

### ESM Association Southern Nevada Chapter

Through its focus on communication and camaraderie, the ESM Association Southern Nevada Chapter provides networking, teambuilding and educational opportunities to top employee services managers working in Southern Nevada. Members meet and network at educational monthly meetings held at locations throughout Southern Nevada, including Camden Fairways, FunWerks and Wet



**ESM Association President Clay Clark, CESM, (right) presents Tim Callaway, past president, ESM Association Southern Nevada Chapter, with the Leonard R. Brice Superior Chapter Merit Award.**

'n Wild. Educational topics include "Enhancing Your Employee Benefits with Supplemental Insurance," "The Future of Las Vegas" and "Maximize Your ESM Membership." The ESM Association Southern Nevada Chapter also held a "Group Building Exercise," sponsored by Legoland California, Carlsbad, CA.

The ESM Association Southern Nevada Chapter planned its annual vendor fair, "A Vendor Fair to Remember," as a networking and recruitment tool for local suppliers as well as a special event for members. The fair was the chapter's highest-attended event of the year, with over 20 participating Associate Members showcasing their products and services to Organizational Members. Today's employee services providers use products, such as recognition gifts, and services, such as travel planning, to enhance their employee programs.

In 2003, the ESM Association Southern Nevada Chapter dedicated itself to greater communication and networking opportunities. To expedite communication and reduce expenses, the chapter communicated electronically to members and prospects. Members had 24/7 access to updated chapter information on the chapter's website, [www.esmassociation.org](http://www.esmassociation.org). Chapter leaders sent e-mail blasts with news and meeting notices twice a month, giving members ample opportunities to stay informed. *The Las Vegas Review Journal*, Southern Nevada's largest newspaper, and *In Business Las Vegas*, a local business publication, regularly printed meeting notices in their publications. Members also received membership directories and summaries of member discounts via e-mail periodically throughout the year and chapter leaders regularly updated this information online. The ESM Association Southern Nevada Chapter successfully maintained its message board on the website, encouraging members to share news, information and ideas.

The ESM Association Southern Nevada Chapter encourages networking and strategic partnerships. For example, the chapter exchanges information and ideas with other ESM Association local chapters and promotes national participation as well. Chapter Member Jennifer Morgan, senior workforce specialist, Bechtel Nevada, Las Vegas, NV, and Chapter Past President Tim Callaway, benefits coordinator, Las Vegas Convention & Visitors Authority, Las Vegas, NV, are Directors on ESM Association's Board of Directors. Callaway also wrote an article, "Maximize Your Membership," for *ESM Magazine* and spoke on this topic at several local chapter meetings. ESM Association President Clay Clark, CESM, presented the ESM Association Southern Nevada Chapter and its Board of Directors with the Leonard R. Brice Superior

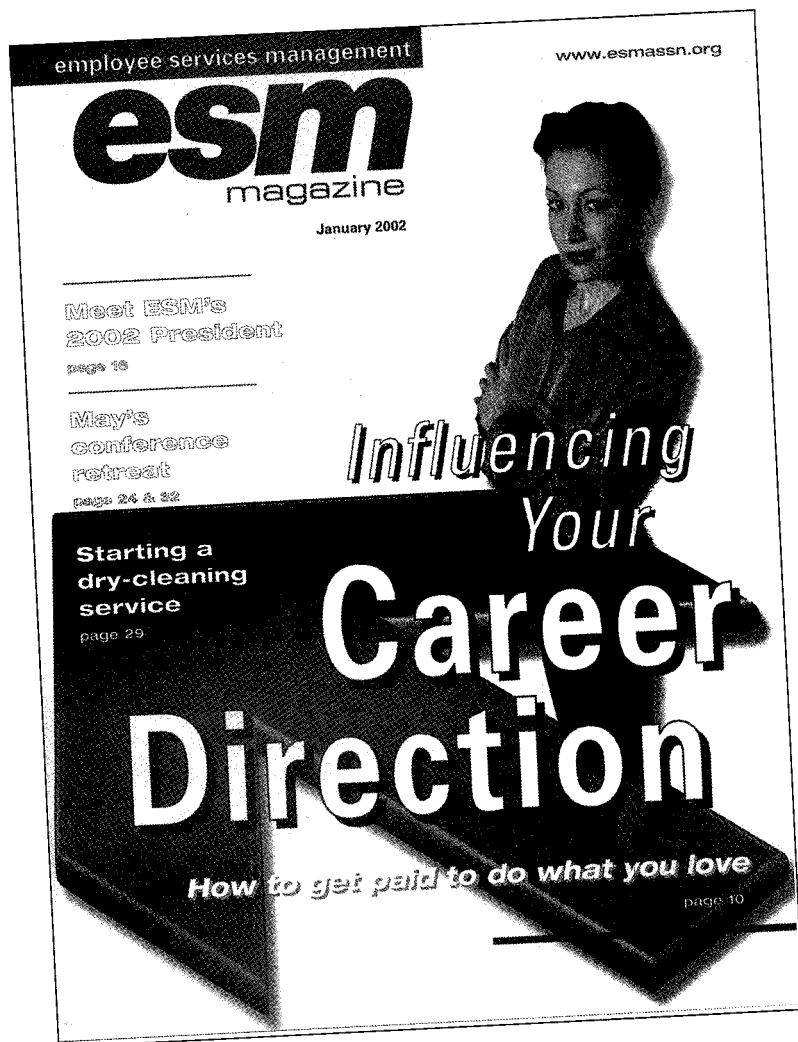


During last year's Annual Conference & Exhibit, ESM Association Southern Nevada Chapter members enjoyed the Spiderman ride at Universal Studios Florida.

Chapter Merit Award plaque on May 20, 2004, at the Opening General Session of ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit.

### Taking the lead

The Leonard R. Brice Superior Chapter Merit Award winners understand that for members to benefit from membership, a local chapter must serve as an educational tool and professional networking resource. They work to provide quality local services that meet the needs of Organizational and Local Associate Members. By listening to their members' needs, communicating effectively, and offering educational programs and special events that provide networking opportunities, the ESM Association Greater Phoenix Chapter and ESM Association Southern Nevada Chapter are dedicated to promoting the importance of employee services in today's companies. Their member benefits assist companies in bottom-line initiatives, encourage employee services providers to perform their jobs better and help time-starved employees achieve work/life balance. **esm**



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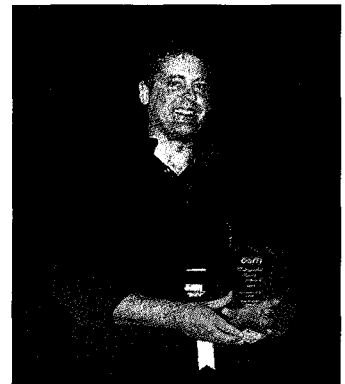
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# Star Volunteer

**Bud Fishback, CESM, SPHR, is honored for serving ESM Association for nearly 10 years**

Employee Services Management (ESM) Association honored Bud Fishback, CESM, SPHR, human resource manager of The Boeing Co., Seattle, WA, with the Distinguished Service Award for his outstanding long-time contribution of time and expertise to ESM Association. For over 60 years, ESM Association has presented this special award to members whose volunteer work truly defines active membership in ESM Association. The efforts of each Distinguished Service Award recipient have been instrumental in the success of ESM Association and they have earned their peers' respect.



**Bud Fishback, CESM, SPHR, accepts the Distinguished Service Award at ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit.**

## **Regional contributions**

Fishback, a Certified Employee Services Manager (CESM), has been a member of ESM Association for over nine years. He is a member of the ESM Association

Greater Seattle Chapter and has served in a variety of leadership positions such as Chapter Board Member, Chapter President, Director on ESM Association's Board of Directors and ESM Association President.

# Call for Nominations

## Director Positions

.....

**Deadline: September 24, 2004**

Director positions on ESM Association's Board of Directors are open for nominations. This position requires a two-year term beginning in January 2005. The following qualifications are necessary:

- Candidates must obtain written permission from their employer stating their commitment of time and financial support.
- Only persons holding General, Chapter Organizational, Academic, or Individual membership in the Association in good standing are eligible for election to the Director position and able to serve in that capacity on the Board. Association certification—Certified Employee Services Manager (CESM) or Recognized Volunteer Employee Services and Recreation Administrator (RVESRA)—may be a consideration for eligibility.
- More than two ESM Association members from a particular company, enterprise, business organization, or other entity, including any subsidiary thereof, may not concurrently serve on the Board.

Directors attend and participate in four National Board of Directors Meetings each year. Board members are responsible for their travel expenses to one Board Meeting in the Winter, two during ESM Association's Annual Conference & Exhibit and one in the Fall.

*Submit your nomination along with your name and company to Nominating Committee Chair Pud Belek via e-mail at [jbelek@mdanderson.org](mailto:jbelek@mdanderson.org) or fax to (713) 747-7165 by September 24, 2004. You are welcomed to nominate yourself. For more information, contact Pud at (713) 745-6478.*

**Another member benefit from**



## Star Volunteer

*Bud Fishback*

### Far-reaching accomplishments

Nationally, Fishback served on the ESM Association Board of Directors for six years, beginning in 1997 when the board elected him Western Region National Director. In 1999 and 2000, he chaired the Finance Committee. Throughout the years, he served as Chair of several other committees including the Policy Committee and Awards Committee, for which he helped revamp ESM Association's Awards of Excellence Program by adding new awards categories and enhancing the entry requirements.

In 2001, he served as ESM Association President. During his presidency, he successfully restructured the Board election process and implemented a new chapter dues renewal process at the national level. He also oversaw the development of ESM Association's online buying program, onMYtime.com. Whether he is serving as a resource for *ESM Magazine*, volunteering at ESM Association's Annual Conference & Exhibit or serving as a consultant to his peers, Fishback continues to help ESM Association promote the value of employee services.

### National recognition

ESM Association President Clay Clark, CESM, presented Fishback with the Distinguished Service Award at the Opening General Session of ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit, held at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine in Grapevine, TX. He received a standing ovation. Fishback's leadership leaves a lasting impression on those who work alongside him. He is known as a composed, ingenuous and hands-on leader who understands the importance of efficiency and innovation. He is a modest individual and good listener. Overall, Fishback is respected for his dedication to the field, his sincerity in communicating with members and his diligence in managing change.

**esm**

# Exhibitor Awards

*Proflowers.com*



## EXHIBIT HALL JUDGES

**Barbara Boys:** AstarZeneca, Wilmington, DE

**Jerry McAbee:** Denso Manufacturing Tennessee, Inc., Maryville, TN

**Carolyn Hollingsworth:** Armstrong Air Conditioning, Inc., Bellevue, OH

**Dick Stubbs:** Bath Iron Works Recreation Association, Wiscasset, ME

*Gatorland*

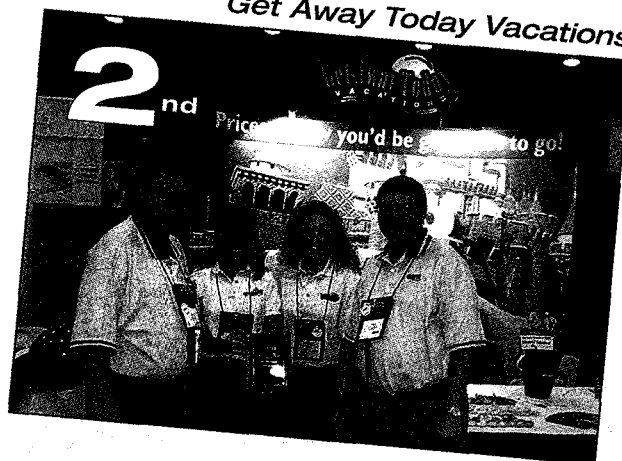


## BEST BOOTH AWARDS

During ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit, ESM Association recognized three Exhibitors with the John Davis Best Booth Award for appealing booths and superb exhibiting skills:

|              |                 |
|--------------|-----------------|
| First Place  | Proflowers.com  |
| Second Place | Get Away        |
|              | Today Vacations |
| Third Place  | Gatorland       |

*Get Away Today Vacations*



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**Travel Services**

**Voluntary Benefits**

**Wellness**

Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for nearly 2,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has local Chapters, plus much more.

**To receive information about becoming a member of ESM Association, contact:**

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# Embracing Change

**ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit attendees learn to create a culture of excellence with a positive attitude toward change**

By Christina Sanchez

**E**mployee Services Management (ESM) Association's 63<sup>rd</sup> Annual Conference & Exhibit, May 20-23, 2004, challenged attendees to accept and celebrate innovation. From rising healthcare costs to looming layoffs and an unstable economy, today's corporate America is rapidly changing. These issues and others are a continuous source of stress for employee services providers, upper management and employees. Conference attendees uncovered creative ideas and take-home tools to boost morale and relieve stress with no-cost, low-cost employee services.

The Gaylord Texan™ Resort & Convention Center on Lake Grapevine, Grapevine, TX, was the perfect location for attendees to embrace this year's theme, "Building for the Future With Employee Services," which encouraged attendees to initiate change, take risks and put program ideas into motion. Attendees enjoyed four days of morale-boosting motivation, education, networking, benchmarking, and fun. Pre-Conference Facilities Tour attendees experienced some

of the best facilities found in a corporate setting and learned how these employers of choice maintain successful employee recreation associations. General Session speakers encouraged attendees to reduce costs and improve employee quality of life with wellness programs; to create resources that help employees reconnect with the company and feel a part of the workplace community; to react to change and other challenges with an open mind; and to accept and

**A Pre-Conference Facilities Tour attendee shops at the Frito-Lay, Inc. employee store in Plano, TX.**



embrace innovation. Concurrent Sessions took on how-to topics including programming for retirees, managing employee associations and clubs, employee stores, special events, recreation, dependent care, travel services, community services, and much more.

The Exhibit Hall offered attendees products and services tailor-made to fit their workforce. Through the use of demonstrations and technology, Exhibitors showcased innovative employee programs, employee products, convenience services, travel and entertainment, and many discount opportunities. Attendees left excited to take home fresh products and services that will help employees achieve work/life balance.

## Visual learning

Employee services providers attended the Pre-Conference Facilities Tour for a hands-on experience and valuable benchmarking information on recreation facilities and programs that meet the needs of a diverse workforce. Attendees of this interactive and educational tour learned first-hand how the Frito-Lay Employees' Association, Plano, TX, and the Lockheed Martin Recreation Association (LMRA), Ft. Worth, TX, offer employees and their families a wide variety of facilities and employee services. Over the years, Frito-Lay Employees' Association's five-person staff and Board of Directors worked to gain management support. Now, Frito-Lay's "Food for the Fun of It!" products reflect an active, health conscious workforce. Members of the

employees' association enjoy a 12,000 sq.-ft. indoor exercise facility, including a cardiovascular area, strength-training area, aerobics studio, locker rooms, and dedicated rooms for massage therapy, injury rehabilitation, mothers returning to work, and bicycle storage. The tour group viewed recreation facilities including an exercise trail, lighted tennis courts, lighted basketball courts, a softball field, sand volleyball courts, soccer fields, and a flag football field. During a presentation, Kim Warmber, vice president of human resources, explained the purpose of the Frito-Lay Employees' Association; Sam Frenkil, director of facilities and corporate services, presented management's view of an employees' association; and John Rath, manager, Frito-Lay Employees' Association, discussed the Project Heartland and America/Frito-Lay on the Move programs.

After a Frito-Lay snack and a bus ride to Ft. Worth, Pre-Conference Facilities Tour attendees enjoyed a lunch and presentation at LMRA. During his presentation, J.D. Smith, manager, described the growth and success of the association. The LMRA has grown tremendously by generating revenue from vending machine sales and purchasing additional land adjacent to the company's property. The LMRA employs 45 full-time employees, 90 part-time employees, 45 seasonal staff members, and numerous volunteers. The staff maintains many facilities including a clubhouse building that offers a banquet hall, a rock shop, a photo darkroom/studio, a model railroad layout, volleyball, racquetball, and karate rooms. The facilities tour group also viewed outdoor facilities, including softball fields, a baseball field, driving range, lighted tennis courts,



**Employer of the Year Javon Bea (left), CEO and president, Mercy Health System, Janesville, WI, and ESM Association President Clay Clark, CESM, meet before the Opening General Session.**

## Embracing Change

soccer fields, sand volleyball courts, a large picnic area, Kiddy Rides, a miniature golf course, a children's playground, and an Olympic-sized swimming pool.

### Changing perspective

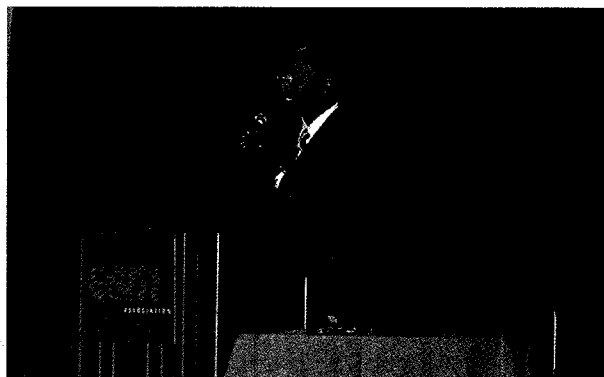
General Session speakers shared motivational anecdotes and refreshing ideas that helped rejuvenate time-starved employee services providers and Exhibitors. In the Opening General Session, "Creating Invincible Remedies for Everyday Challenges," The Rev. Deforest B. Soaries, Jr., commissioner, U.S. Election Assistance Committee, Washington, DC, related his message to real-life experiences. He explained, "With each person holding nearly 32 different user names and pin numbers, our society has become so impersonal that we often feel like a walking pin number. The average person feels disconnected. The workplace can make or break their perspective of who they are." Soaries explained how employee services improve employees' perspectives about work and help them feel a part of a unified group by reconnecting them with others.



**Dr. Timothy Crimmins, vice president for safety and health, General Mills, Inc., Golden Valley, MN, describes the company's "Total You" program during his General Session on health and productivity.**

Employee services providers learned how to recognize the pressures they are under as they serve as workforce counselors, therapists and organizers. He encouraged attendees to be a little bit selfish, as, he said, "You too are an employee, you too have children and pressures and a need for services." Through ESM Association, its member benefits and the Annual Conference & Exhibit, employee services providers will uncover new methods of personal and professional development.

During the General Session, "The Win-Win Scenario: How Employers Reduce Costs While Improving Employee Health, Productivity and Quality of Life," speakers Dr. Timothy Crimmins, vice president for safe-



**The Rev. DeForest B. Soaries, Jr., commissioner, U.S. Election Assistance Committee, Washington, DC, shares a personal story during the Opening General Session, "Creating Invincible Remedies for Everyday Challenges."**

ty and health, General Mills, Inc., Golden Valley, MN, and LuAnn Heinen, director, Institute on the Costs and Health Effects of Obesity, National Business Group on Health, Washington, DC, provided attendees with valuable, take-home statistics and program ideas to help justify health and wellness programs to management. Overweight and obese individuals are more likely to develop hypertension, high blood cholesterol, coronary heart disease, type II diabetes, and some cancers. In 1994, obesity-related health problems cost U.S. businesses \$13 billion. The workplace can serve as a major source of stability for employees looking to combat obesity with health and wellness programs. Offering such programs also helps the bottom line through reduced healthcare costs. Dr. Crimmins and Heinen suggest implementing a new health and wellness program in January and tailor the program to the workforce. Employee services providers should consider their employee demographics, organizational infrastructure and local resources. Weight-loss tips to share with employees include avoiding fads and yo-yo dieting, focusing on whole grains, vegetables and fruits, adding exercise to their everyday activity, and eating breakfast daily.

Through audience participation, Joel Zeff, president, Joel Zeff Creative, Dallas, TX, demonstrated the importance of recognizing opportunity within challenges and reacting to change with laughter and a positive attitude. In his General Session, "The Strength of Laughter: Energizing Your Spirit With Humor™," Zeff brought four attendees to the stage and asked them each to act on a different emotion. The interactive exercise demonstrated how to recognize your reactions to certain situations and how they affect the attitudes of your coworkers. Zeff encouraged attendees to be aware of opportunities for creativity and laughter. In another audience-participation exercise, Zeff asked

eight participants to each contribute a sentence to a story. Zeff challenged participating attendees to be flexible and change the direction of the story by adding creativity to their sentences. From this exercise, attendees learned that a positive work environment is conducive to change.

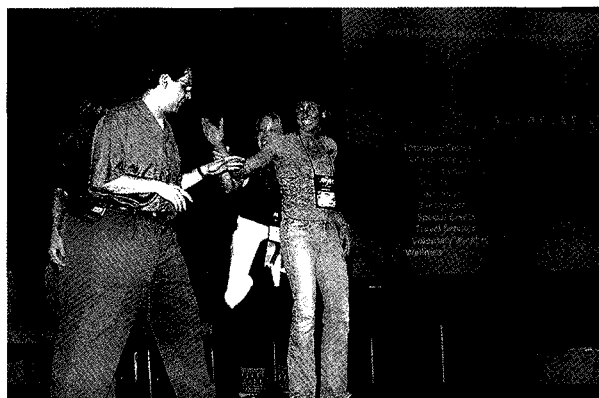
Attendees welcomed back Carol Price, professional speaker, Professionally Speaking, Madeira Beach, FL, for the Closing General Session, "Successfully Dealing With Change." Tying together the General Session speakers' messages, Price explained the five steps of change. The first step of change is the "Ending," in which employees must accept that change is inevitable and believe that they will survive. Price described the "Middle" step as planning for the road ahead by preparing emotionally for what will happen next and determining how employees will react. The third step is "Beginnings," where employees are free from the stress of change and are moving on with an open mind. Finally, employees embrace the "Celebration" stage by relishing in the fact that they've successfully dealt with change and survived. In closing, Price shared this quote from Elisabeth Kubler-Ross, M.D., psychiatrist and author, "If you go through the tumbler of life, you can come out crushed or polished." Price challenged Conference & Exhibit attendees to tackle the inevitable changes of life with the goal of becoming better people for it.

## Expert advice

Concurrent Sessions offered attendees valuable take-home information, benchmarking tools, ideas, and statistics on ESM Association's "10 Components of a Well-Rounded Employee Services Program." In the session "Unique Travel—Everything from Ethnic Heritage to NASCAR," John Frankenburg, deputy director, university affairs, Uniformed Services University, Bethesda,



Attendees jot down ideas from peers during the Strategic Networking Forum.



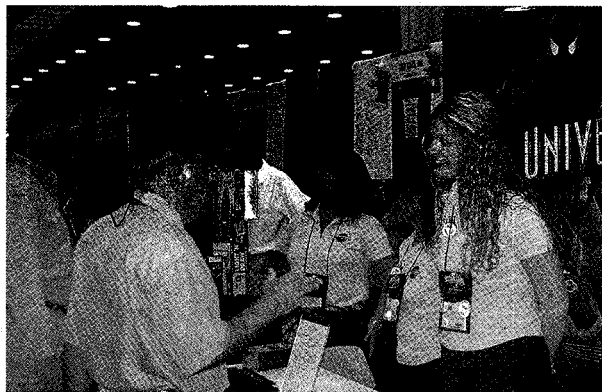
In his hilarious, interactive General Session, "The Strength of Laughter," Joel Zeff, president, Joel Zeff Creative, Dallas, TX, has audience members demonstrate how fun increases communication and creativity.

MD, discussed employee and retiree tour ideas, popular travel destinations, and meeting employees' travel needs. Attendees learned that Genealogy Tours are popular due to employees' desire to connect with their roots and to feel a sense of unity. The growth of these tours increased after Sept. 11 and include trips to Ellis Island, NY, and family reunions on cruise lines. Frankenburg also shared several advantages to employing an onsite tour planner, which include convenience to employees, reduced tour rates, working with quality salespeople, employees' peace of mind while traveling, and employees' perceived value.

The pool of professionals to network and benchmark with is one of the top benefits of ESM Association membership. Priscilla Meadows, vice president of finance, DoveSeven Solutions, Inc., Grapevine, TX, taught attendees of the session "Building Coalitions" how to better utilize networking and benchmarking opportunities. According to Meadows, coalitions are temporary alliances of distinct parties, persons or states for joint action. Building coalitions helps employee services providers maximize their impact, pool talent for effectiveness, attain greater visibility, and garner support. To establish these alliances, Meadows suggests personally laying the groundwork by understanding the individual, attending to details, meeting the person's needs, clarifying expectations and objectives, keeping commitments, and showing personal integrity.

The Strategic Networking Forum allowed attendees to choose from a gamut of topics that affect employee services providers. With issues discussed in one-hour increments, this three-hour forum gave attendees the opportunity to benchmark with leaders in the field on subjects from measuring the impact of employee services programs to special events. Kim Colopy, employee store manager, Grange Mutual Companies,

## Embracing Change



**Suppliers network with employee services providers at the Exhibit Hall Grand Opening.**

Columbus, OH, facilitated the forum "Company Store Issues," where attendees discussed offering items that fit all demographics, taking inventory, moving merchandise, and justifying an onsite company store. The "Sports/Athletics" forum, facilitated by James Malone, manager, recreation and fitness, SC Johnson A Family Company, Racine, WI, discussed trends in recreation and fitness, such as offering employee athletic clubs and sports leagues that require short-term commitments, organizing paintball and capture the flag as teambuilding events, and meeting employees' interests by providing the latest sports trends such as golf, ultimate Frisbee, kickball, rock climbing, and dodgeball.

### Best Practices

Experts in the employee services field illustrated their superior employee services programs to attendees in two Best Practices Sessions representing a large and small company. Bon Bennett, senior wellness-fitness analyst, ConocoPhillips, Bartlesville, OK, shared how the company offers its workforce of 39,000 employees a unique combination of onsite employee facilities including a 12-lane bowling center, softball and soccer fields, a large swimming pool, gymnasium, gymnastics center, fitness center, and billiards and dominos room. Employees at various locations from Ponca City, OK, to Perth, Australia, enjoy access to similar facilities. Wellness is another key component of ConocoPhillips' overall employee services program. To combat rising healthcare costs and improve employees' overall quality of life, ConocoPhillips recently added a convenient, web-based health and wellness service entitled WinningHabits.com. The program helps employees identify and conquer poor habits acquired over the years and gradually replace an unhealthy lifestyle with a healthy one. Other wellness benefits include an on-staff preventive health coordinator, wellness seminars and teambuilding wellness challenges.

During the Flint Hills Resources—Total Rewards Experience Best Practices Session, Nita Harper-McMullen, manager, employee services and communications, Flint Hills Resources, St. Paul, MN, discussed how the company's Total Rewards Program creates a healthy corporate culture for its 700-employee, 24/7, multiple work-shift workforce by offering all of ESM Association's "10 Components of a Well-Rounded Employee Services Program." The oil refinery company offers special events such as the FHR Birthday Celebration, the Employee Golf Classic, Family Night at Minnesota Science Museum, an Annual Picnic, Annual Service Awards Banquet, and Earth Day celebration. The Resource Center, an onsite employee store, sells logo merchandise, premium items and stamps, and offers convenience services such as mail-room services, an ATM machine, and notary public services. FHR recognizes its employees through its Service Award Program, annual attendance awards program, holiday meal trays for night-shift employees, and the "Above Expectation Performance Program." As an expert in the employee services field, Harper-McMullen offered a few suggestions to her peers: Listen to employees and management to meet both of their needs; evaluate and receive feedback on every program and event that you implement; form committees and teams for assistance; network and benchmark; read everything on employee services; keep detailed records; set and stretch goals and be creative; and have fun.

### Exhibit Hall

Employee services providers entered the Exhibit Hall eager to meet with suppliers to create new product and service offerings for employees, and improve upon existing programs. The Exhibit Hall offered a host of activities including interactive games and food functions. Exhibitors were fervent to speak with each conference attendee and help them develop tailor-made programs that fit their corporate cultures and budgets. At ESM Association's onMYtime.com booth, attendees and Exhibitors viewed the online buying website's growth and design changes. Attendees learned how to offer the discount program to their employees and suppliers took home information on how to advertise their products and services on the website.

### Taste of Texas

With the help of the ESM Association North Texas Chapter and its local resources, ESM Association invited Conference & Exhibit attendees to Thursday Evening's All Attendee Reception in the Yellow Rose Ballroom, which opened into the awe-inspiring signature atrium at the Gaylord Texan™. Attendees enjoyed Southwestern, Tex-Mex appetizers and refreshments

while mingling and listening to the tunes of a Willie Nelson impersonator and Mariachi band.

Friday evening's "Night on the Town," offered attendees the opportunity to tour the Sixth Floor Museum at Dealey Plaza and relish the local flavor of the Dallas West End Historic District. At the museum, attendees reminisced and shared stories about where they were on that fateful day of Nov. 22, 1963. Attendees walked the sixth and seventh floors of the former Texas School Book Depository as they viewed the large display of photographs celebrating former President Kennedy's life and presidency. The museum also showcased video footage, a timeline and details surrounding the events of JFK's assassination. After the museum closed, attendees explored the Dallas West End Historic District's shops, restaurants and nightlife. Whether they listened to the band playing on the patio of the West End MarketPlace or enjoyed dinner at one of the popular themed restaurants, attendees appreciated the option to tour one of Dallas' top hotspots.



**"Night on the Town" attendees reflect on the life and assassination of President John F. Kennedy at the Sixth Floor Museum at Dealey Plaza in Dallas, TX.**

Conference & Exhibit attendees experienced a true Texas event on Saturday evening at Circle R Ranch, Flower Mound, TX. Set amidst 100 acres of rolling green hills and an open pasture in the North Texas countryside, attendees enjoyed a Texas barbecue dinner, great networking opportunities and fun. Attendees challenged an outlaw gunfighter to a quick-draw competition, braved the mechanical bull, enjoyed guided horseback trail and horse-drawn hay-wagon rides, and danced to music played by a deejay in the Western Pavilion.

## Conclusion

Overall, conference attendees valued four days of intense workshops, networking, benchmarking, learning to embrace change with a positive attitude, and



**Attendees return from a guided horseback trail ride at Circle R Ranch, Flower Mound, TX.**

local entertainment. Today's employees are stressed and uncertain of their career paths. The challenge for employee services providers is to apply the knowledge gained at ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit in their efforts to create a corporate culture that supports work/life initiatives, boosts morale and helps relieve employees' stress. Plan to stay in contact with ESM Association members and Headquarters' staff for assistance and benchmarking until we meet again next year, May 1-4, 2005, at the Rio All-Suite Hotel & Casino, in Las Vegas, NV.

**esm**

*Christina Sanchez is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. You may reach her at (630) 368-1280 or [christinasanchez@esmassn.org](mailto:christinasanchez@esmassn.org).*

## Special Thanks

ESM Association thanks Trent Emmons, president, Keepsake Portraits, Frisco, TX, for sponsoring the conference photography, and Donna Leach, director of business development, Texans Credit Union, Richardson, TX, for serving as the official photographer for ESM Association's 63<sup>rd</sup> Annual Conference & Exhibit.



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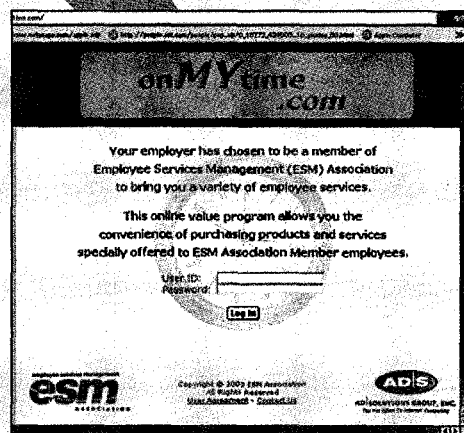
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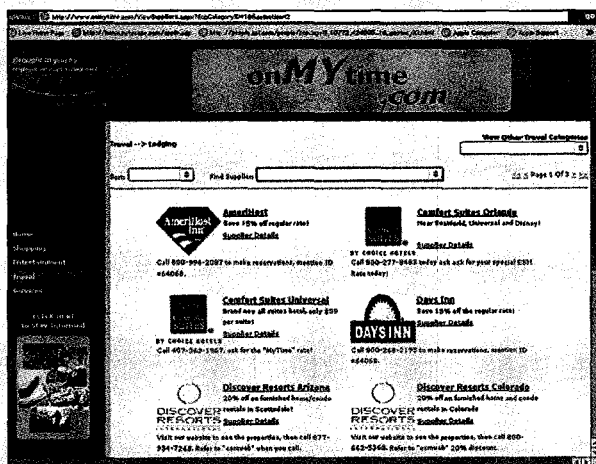
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*Resources and travel ideas that help  
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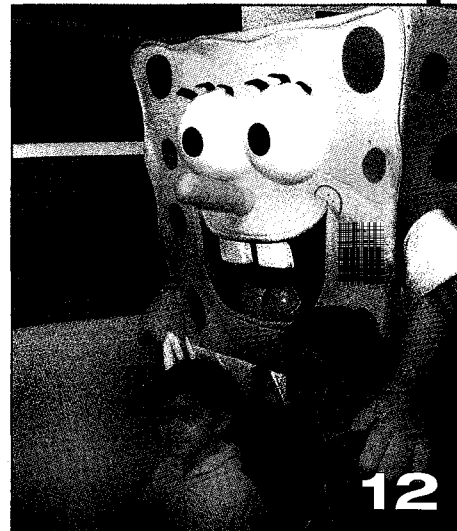
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## What's online

If you haven't visited [www.esmassn.org](http://www.esmassn.org) recently, now is a great time to take advantage of all Employee Services Management (ESM) Association's website has to offer. With our 64<sup>th</sup> Annual Conference & Exhibit on the horizon, we have many events and programs in store for ESM Association members. Plus, our Member Resources Section offers opportunities to network with your peers. Take a peek at our online services today:

**The Conference Experience:** On the homepage of [www.esmassn.org](http://www.esmassn.org), you'll find a section dedicated to ESM Association's Annual Conference & Exhibit. The next event is May 1-4, 2005 at the Rio All-Suite Hotel & Casino in Las Vegas, NV. Periodically visit this section of the website to learn about the latest conference information, as we plan it. You'll find a conference registration form, hotel reservation information, updated speaker information, and more. Suppliers may download an Exhibitor Prospectus and booth contract. Whether you attended last year's event or you're interested in learning more about the overall conference experience, you will love the 2004 Conference Wrap-up section. Read the *ESM Magazine* article about the 2004 conference, review the 2004 Conference-At-A-Glance and see photo albums that uncover the kinds of education, people and events to expect at ESM Association conferences. Our group welcomes newcomers with activities designed for networking and teambuilding.

**RACE to the Conference:** Look forward to ESM Association's 64<sup>th</sup> Annual Conference & Exhibit by participating in this fun contest and win great prizes. Many of you know coworkers or colleagues who are responsible for at least one employee service and, therefore, would benefit from ESM Association membership. With ESM Association's RACE to the Conference, we ask ESM Association members to provide us with the contact information of potential members. The members with the most referrals who join ESM Association will win valuable prizes. Participate and you could win a two-night stay in Las Vegas or California, half off the ESM Association conference registration price or half-off the price of an Exhibitor booth. Visit the homepage and click on "The RACE Is On!" to download a referral form. But hurry, the deadline to participate is November 19, 2004.

**Member Resources Section:** In the top right-hand corner of ESM Association's homepage, you'll find the Member Resources Section. To access this section, click on the button and enter your member number located on the mailing label of this magazine. Once inside, visit the Benchmarking section to view a list of employee services topics. Click on a topic of interest and you'll find a question about that topic and answers and advice from members. If you like what you read about a particular member's program, look up the member in the Membership Directory section and contact them for more information. This is a great outlet for discovering new program ideas or researching efficient approaches to current processes. For outsourced programs, visit the Buyer's Guide and you'll find the contact information of outsource companies and a description of their services.

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Renee M. Mula

Editor

[reneemula@esmassn.org](mailto:reneemula@esmassn.org)

### Publisher

PATRICK B. STINSON

### Editor

RENEE M. MULA

### Editorial Assistant

CHRISTINA SANCHEZ

### Designer

DALE A. DODSON

### Advertising Sales

ALISON BASHIAN

Bashian & Associates, Inc.

33610 Solon Rd., Solon, OH 44139

(800) 335-7500, (440) 349-3353

Fax (440) 349-3447

E-Mail: [alisonb@bashian.com](mailto:alisonb@bashian.com)

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[esmahq@esmassn.org](mailto:esmahq@esmassn.org) • [www.esmassn.org](http://www.esmassn.org)

## ESM ASSOCIATION HEADQUARTERS

2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
(630) 368-1286 FAX  
<http://www.esmassn.org>  
[esmahq@esmassn.org](mailto:esmahq@esmassn.org)

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## HR outsourcing trends

**A recent survey shows that in outsourcing decisions, cost-cutting is common, but not critical**

By Karen James-Cody

**W**hile employers commonly assess costs when outsourcing human resource functions, cost issues are not among the two top drivers of outsourcing decisions, according to *HR Department Benchmarks and Analysis 2004*, a survey by The Bureau of National Affairs, Inc. (BNA), Washington, DC. The annual survey of over 900 human resource executives in the U.S. finds that access to greater expertise (69 percent) and improvement in service quality (44 percent) are the two most important reasons for outsourcing human resource functions. In contrast, just 28 percent of respondents include cost-cutting among their top tier reasons for hiring outside firms to manage flexible spending accounts, benefit plan administration, employee assistance counseling, and many other human resource activities.

### Quality over price

"Too much emphasis on the cost of administering programs can be short-sighted when choosing to outsource," says Joshua Joseph, director of research, BNA. "Thoughtful employers recognize that money saved by outsourcing at the human resource department level means little if service problems end up costing them more elsewhere," he explains. The survey findings build on the results of past human resource studies by



further clarifying the relationship between outsourcing and cost. Human resource outsourcing warrants special attention because consequences often directly affect employees who, in turn, serve customers and stakeholders.

### Once outsourced, always outsourced

Measuring net cost savings from outsourced human resource activities remains a key challenge for employers, as 44 percent of re-



spondents say cost savings are "undetermined." This finding partly reflects the fact that employers never managed some activities—such as employee assistance counseling—in-house, providing no baseline to compare costs. However, lack of resources and insufficient evaluation expertise can also hamstring employers that possess comparative data.

Adding significance to outsourcing decisions, the 2004 survey finds that fewer than one in 10 human resource executives have brought an outsourced activity back in-house. This is the case whether the organization views such initiatives as successful or disappointing. The fact that human resource outsourcing is almost always a "one-way street" reinforces the need to thoroughly evaluate the credentials and suitability of outside vendors.

### **Satisfaction with outsourcing**

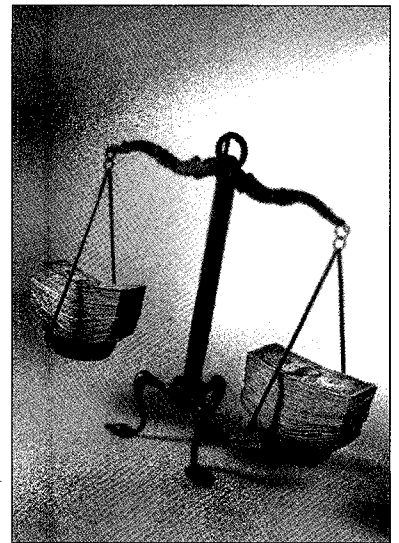
The top human resource activities outsourced in 2004 include employee assistance counseling (34 percent), flexible spending account administration (28 per-

cent), pre-retirement counseling (25 percent), and outplacement services (22 percent). In general, human resource executives report high levels of satisfaction with outsourcing. Seventy-eight percent can readily identify an initiative that "exceeds expectations," while only about 30 percent can cite one that "falls short of expectations." More specific outcomes, such as quality of service and cost savings, are influenced by a variety of factors, including the number of years since an activity was outsourced, how much of an activity is "off-loaded," and employer motives for outsourcing. As an example, employers that have outsourced activities for longer periods of time are more satisfied with vendor quality of service.

Interestingly, the survey finds that employers motivated mainly by cost savings are sometimes more disappointed with outsourcing results than those with other motives. For example, among employers that outsource flexible spending account administration, those driven by cost savings are more often disappointed with the initiative (59 percent) than those motivated by quality and expertise (36 percent).

### **Conclusion**

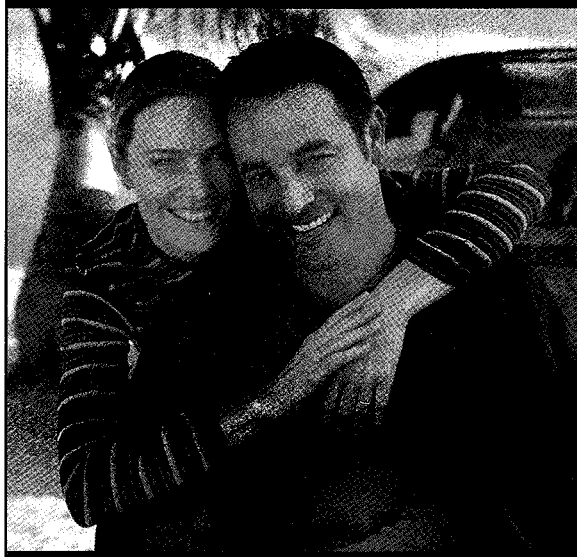
Overall, the survey results suggest that outsourcing is here to stay. Two-thirds of human resource departments (67 percent) use outside vendors to handle at least one of their activities, compared with fewer than six in 10 in the late 1990s. The trend toward outsourcing is most prevalent among large organizations (over 2,500 employees) that have both the demand and resources to provide a full range of employee benefits and services. Small organizations,



which typically offer fewer human resource benefits and services, have correspondingly fewer activities to outsource. **esm**

*Karen James-Cody is the communications director at BNA, Inc., Washington, DC, a publisher of print and electronic news and analysis for professionals in business and government. Through survey research, expert analysis and in-depth reporting, BNA advances the understanding and practice of human resources within organizations. To review the report, please contact James-Cody at (202) 452-4169 or [kcody@bna.com](mailto:kcody@bna.com) or visit [www.bna.com](http://www.bna.com).*

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# We are **Family**

Various travel options allow employees to track their roots and unite with relatives and coworkers

By Margie Dolgin, CTC, MCC

Our ancestors came to America and settled in communities where they could regularly visit each other. Today, loved ones are scattered throughout the U.S. and abroad, making family get-togethers more like large events than regular occurrences. In recent years, Americans' interest in rediscovering their family roots has grown. Since Sept. 11, they are yearning for a sense of belonging and expressing a desire to devote more time to nurturing relationships with loved ones. Group travel programs help employee services providers supply employees with the resources and ideas needed to research their roots and plan family reunions. Companies use group travel to promote a unified workforce and create a sense of family in the workplace.

## **Tracking family roots**

As employees begin their quest to unite with family members, they look to genealogy resources that assist them in tracking their roots. Various websites, software and publications assist employees in their search. Consider sharing popular genealogy information outlets with employees.

The Statue of Liberty—Ellis Island Foundation, Inc., New York, NY, also known as the American Family Immigration History Center, is an exciting family research facility. Ellis Island provides visitors with advanced computer and multimedia technology, printed materials and professional assistance for investigating immigration history, family documentation and

genealogical exploration. From 1892 to 1924, more than 22 million immigrants, passengers and crew members traveled through Ellis Island and the Port of New York. The ship companies that transported these passengers kept detailed passenger lists, called "ship manifests." Now, thanks to volunteers from The Church of Jesus Christ of Latter-Day Saints, who transcribed these manifests into a vast electronic archive, individuals may easily search and locate passengers. Immediately following Sept. 11, the Statue of Liberty closed for safety reasons, but reopened on Aug. 3, 2004 after increasing security measures. As employees express an interest in genealogy, suggest they visit the Statue of Liberty and search the Ellis Island transcripts for their roots at the same time. For more information, visit the American Family Immigration History Center's website at <http://www.ellisland.org>.

A key element of genealogical research is building a family tree. Many software programs and websites assist employees in ancestry searches. One of the most popular genealogy sites is <http://www.ancestry.com>. This site has over one billion records and exclusive databases to assist with in-depth investigations of census records, immigration records, social security death records, newspaper archives, and family trees. Since 70 percent of Americans have ancestry roots in the UK or Ireland, the website also includes these records. Ancestry.com also helps African-Americans research their family history, which at times is challenging, due to a lack of credible documentation. The 1870 Census, journals and Slave Narratives are among the most evocative of genealogical resources for African-Americans. The use of Freedmen's Bureau Records, established in 1865, and Plantation journals are another source of information, which employees can find by visiting the genealogy library, universities, chancery offices, and state historical societies.

Employees researching their roots may purchase software such as *Family Tree Maker*, which provides tools to build, search and share a family tree with family and friends. In addition to providing online services, the professional ancestor researchers at Heirlines Family History & Genealogy will meet with individuals in person or over the telephone to discuss their ancestors. The website offers free consultations on searching, finding and building family trees. Visit <http://www.heirlines.com> for more information.

As employees search their ancestry, suggest that they build a family website for relatives to post and contribute information, photos and more about their growing families. A website enables them to gather current family news to share among relatives. The same software that allows users to create a family tree also teaches employees how to build a family website. *Family Tree Magazine* is another resource for discovering, preserving and celebrating family history.



### Coming home

Families often use group travel to plan unforgettable family reunions that help them celebrate and reflect on their heritage. In today's world, no two families are alike, allowing them to share a unique bond with each other. Families share a sense of belonging and strength and it is our heritage that we will pass on to future generations. Companies can provide employees with the ideas and resources necessary to make their dreams of a family reunion a reality.

A family reunion requires many hours of planning and enough leeway so that everyone may participate. Setting the event date at least six months to a year in advance will allow family members to save the date. Though schedule conflicts may exist for some relatives, they will have enough time to plan in advance for the event. On the family website, post the date of the reunion, an explanation of the trip, travel expenses, and contact information for travel arrangements.

Family members should contribute to the meaning of the family reunion by sharing their backgrounds with relatives. Consider offering employees a service that allows them to transfer video, film, photos, and slides to DVDs. This preserves the family's legacy and employees may present them as gifts for relatives or post them on the family website when preparing for the reunion.

Employees may choose to celebrate an anniversary or birthday with a family reunion. A variety of price ranges exist—from budget to luxury travel arrangements—depending on the vacation package. Suggest that employees work with a travel planner to select a three-, four- or seven-day cruise. They should choose a port of departure that is closest to most of the family members' homes. Then, provide information for relatives who may need air transportation to travel to the cruise departure destination. A travel planner will also help family members determine the number of tables they need for meals on the cruise and seating arrangements so that they will enjoy one another's company.



while eating together. Families can even select staterooms near each other. Depending on each family's budget, relatives may choose an inside or ocean view stateroom or ocean view stateroom with a balcony. A cruise includes meals, entertainment and shipboard activities, such as a pool, spa and sports facilities, which is an economical venue for all family members.

Planning an all-inclusive resort family reunion also serves as a budget conscious group vacation. All-inclusive resorts allow family members to purchase a complete vacation package that includes meals, entertainment, drinks, tips, and sports, such as swimming, sailing, scuba diving, kayaking, and golfing. Depending on the type of all-inclusive resort, the price range of a family reunion runs from moderate to luxury. The amount of amenities affects the cost of most all-inclusive resorts.

When planning a family reunion, it is important to include activities that allow children of all ages to interact. Younger relatives will have a chance to encounter relatives they may not have met before, and the family reunion is a once-in-a-lifetime opportunity for the lives of family members to again be interwoven.

For more information on planning a family reunion, contact the Convention and Visitors Bureau in your area, partner with a travel planner and tap into ESM Association's National Associate (supplier) members to assist you in arranging a destination reunion that relatives will remember for a lifetime.

### Uniting coworkers

Similar to strengthening family ties, travel programs also bring employees and their families together. Examples of group travel for employees include cruises, sightseeing tours and vacation packages that give employees a chance to enjoy each other's company through activities, meals, ports-of-call excursions, and sightseeing stops.

The length of a group trip varies from a short cruise, a vacation package of three to five days or a weeklong tour. In preparing for group travel, travel planners usu-

ally choose a date at least a year in advance so that employees have an opportunity to coordinate vacation time with their spouses and children. Cost is another factor in planning group travel. Employees prefer a vacation that provides relaxation and, at the same time, is cost effective. As mentioned before, cruise prices include meals and entertainment, which often helps employees save money on vacations. Some tour and vacation packages include meals as well.

If employees are unable to travel for an extended period of time, consider offering day trips. Companies can plan day trips or events on a quarterly basis or a few times a year for employees to enjoy destinations they may not have the opportunity to visit on their own. This promotes a sense of loyalty toward the employer for considering them and caring enough to arrange a day trip for them. Some companies use group travel as rewards for a job well done, while other companies provide trips at reduced or subsidized rates so that they fit into employees' budgets.

### Promoting travel

Companies should promote a cruise, tour, vacation package, or day trip through printed flyers, e-mail announcements and the company's intranet site. Employee services providers may also advertise group travel options in the company newsletter, so that employees are aware of the company's travel resources. Promote the trip as an opportunity for employees to reconnect with family, be among friends and interact in an open atmosphere.

### Conclusion

Whether employees are planning a family reunion or the company is planning an employee cruise, group travel has the ability to unite people and foster relationships. With a family reunion, it is the ancestry of their roots that bind them. With employees, it is common interests and a shared work environment that connect them. Either way, travel provides an opportunity for people to be together in stress-free surroundings, enabling them to enjoy each other's company and mingle with people similar to them.

**esm**

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*Margie Dolgin, CTC & MCC, has been president of Coast To Coast Travel, Las Vegas, NV, for 30 years. She is a Lifetime Certified Travel Counselor (CTC), Master Cruise Counselor (MCC), Authorized Disney Vacation Planner, and more. Dolgin hosted a Radio Travel Education Seminar on K-WINK 670 AM every Saturday and was a travel editor for several magazines including Great Escapes and Beverly Hills 90210 in California. Coast To Coast Travel is an ESM Association National Associate member and an ESM Association Associate member of the Southern Nevada Chapter, National Capital Region Chapter, Connecticut Chapter and EPPNA Bay Area Chapter. You may reach her by e-mail at [margie@coasttravel.com](mailto:margie@coasttravel.com).*

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employee services management

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# In the Spotlight

## **The North Shore-Long Island Jewish Health System recognizes employees with events and perks**

**By Irene M. Peake & Sly Johnson**

**S**erving Long Island, Queens and Staten Island, the North Shore-Long Island Jewish Health System (NSLIJHS), headquartered in Great Neck, NY, strives to provide workforce development for employees spread across 17 hospitals, a major medical research institute and many other health-related facilities. To accomplish this, Corporate Human Resources identifies and develops programs that enhance positive relationships, support mental and physical health and provide relaxation and leisure for health system employees. The health system also supports employee-led efforts to celebrate special occasions or become involved in important community causes.

## Employee Services Management

NSLIJHS has a full-time Employee Services Management staff (headed by a corporate director) that develops and administers a wide range of programs including the Annual Employee Service Awards Dinners and holiday activities (Children's Party and Turkey Distribution). The department's objectives are to foster positive interactions among employees and enhance morale. Its activities exemplify the health system's core values, expectations and behaviors, which include excellence, teamwork, integrity, caring, innovation, and customer focus. These elements form the foundation for daily NSLIJHS operations.

## Annual Service Awards Dinners

Employees are the health system's greatest resource. For 30 years, its various sites have celebrated employees' contributions to the health system. Currently, NSLIJHS honors employees who have worked between five and 45 years, at five-year milestones. The health system recognizes employment milestones with catered dinners designed to create memorable occasions. Held at local venues, each event features quality food and entertainment. Employees being honored attend the event along with their families, managers and senior management. Each employee receives a gift, such as a quality timepiece, in honor of his or her service achievement.



**Dennis Dowling, executive director, Long Island Jewish Medical Center and North Shore University Hospital, Manhasset, NY, congratulates an employee on her 40 years of service.**



**Good food, beautifully presented, is an important component of the Annual Service Awards Dinners.**

## Children's Holiday Party

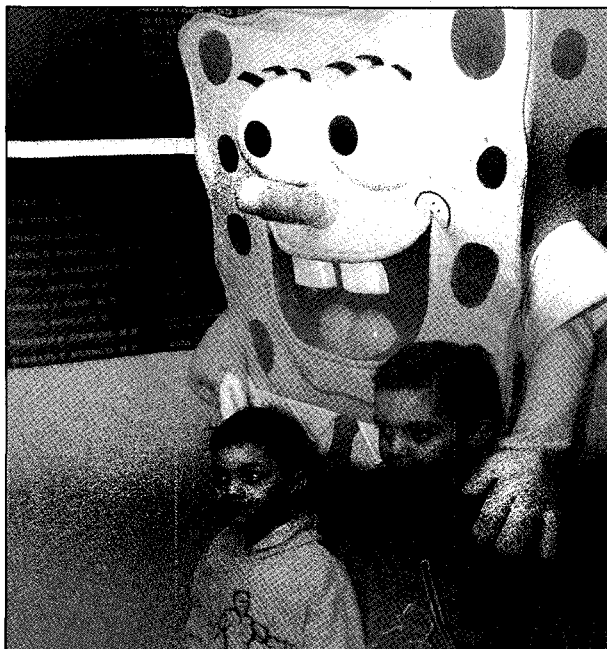
Each December, usually the Friday before Christmas Day, the health system hosts a Children's Holiday Party. The event brings together employees from NSLIJHS-owned facilities, as well as its corporate offices, and provides them with an opportunity to bring their children to the workplace.

Employees' children, age 10 or younger, attend the party. Each child receives a wrapped gift, baseball cap and T-shirt, visits Santa, and enjoys a free lunch. To supply age-appropriate gifts, NSLIJHS selects items tailored to the following age groups: infants, 18 mo.-3 years old, 4-5 years old, 6-7 years old, and 8-10 years old. Each year, the health system purchases over 10,000 presents for employees' children. NSLIJHS begins planning for this event in February for the following December.

## Turkey Distribution

Every health system employee receives a non-kosher or kosher turkey during the holiday season. If they wish, employees may donate their turkey to a local food bank that helps feed needy families. In 2003, NSLIJHS dis-

## In The Spotlight



Sponge Bob Square Pants was among the guests at the 2003 Children's Holiday Party.

tributed over 30,000 turkeys to employees. In turn, 30 percent of employees donated their turkeys to needy causes and the community. NSLIJHS begins planning for this event in February.

### Conclusion

NSLIJHS has created an environment that supports employees and acknowledges the importance of work/life balance. Its Corporate Human Resources initiatives include Service Awards for professional contributions, the Children's Holiday Party and Turkey Distribution for employees' homes and families. The events demonstrate and reinforce the health system's cultural values while providing recognition and opportunities for employees to enjoy themselves. The outcome is a strong workforce with positive morale, team spirit and elevated productivity.

**esm**

*Irene M. Peake is corporate director, Employee Communications, and Sly Johnson is director, Employee Services Management, at North Shore-Long Island Jewish Health System, Lake Success, NY. For more information, contact Johnson at (516) 734-7010 or sjohnso@NSHS.edu.*

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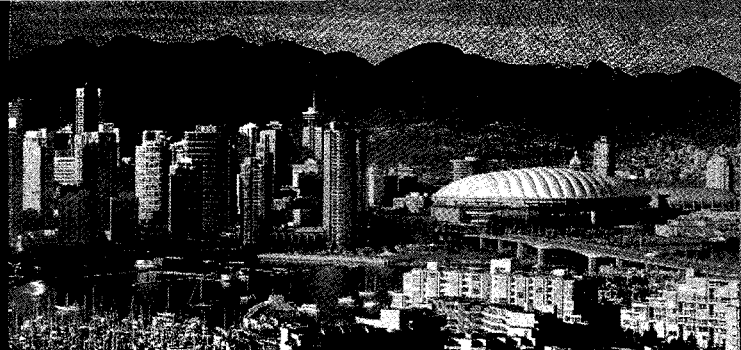
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# It's time to **Get Weird!**

**To pass the test of tough times, companies must move from an equality approach to one that rewards individualism**

By John Putzier, M.S., SPHR

**T**he media always asks me if companies are returning to their old ways now that the economy has slowed and the labor shortage has subsided. In other words, do companies still believe employee services recruit and retain employees? In the spirit of the yin/yang, the answer is a resounding, "yes and no." In fact, an employer's true character is revealed by his or her view of employee services. The book, *Get Weird! 101 Innovative Ways to Make Your Company a Great Place to Work* (AMACOM), is intended to demonstrate to the "old school" that making work more fun, creative and productive is not a matter of money, and not something that requires great effort or even authority. Instead, it's a workplace culture that rewards quality employees.

## **Breaking the status quo**

Employers typically display two distinctly different motivations for embracing employee services. One motivation is purely necessity-driven. For example, employers utilize employee services to attract, retain and motivate talent in a tight market. The other is more culture-driven in that employee services exemplify

how the company conducts business. Either way, providing employee services is a conscious business decision with significant ramifications, and it is important to know where you and your company stand.

With the necessity-driven approach, organizations adopt more progressive human resource initiatives purely as a last-ditch recruitment and retention strategy

## Companies that adopt a culture-driven approach to employee services will emerge with a stable supply of the best talent available

in an attempt to win the war for talent. Their motivation has nothing to do with creating a more humanistic and benevolent workplace, but rather is another strategy to survive. In other words, the company has no choice. These are the same organizations that quickly revert to their true nature, or character, as soon as they perceive that they are back in the driver's seat. They take a sigh of relief and say, "Well, we don't have to worry about that stuff anymore. Now, let's get back to business."

On the other hand, culture-driven companies typically have been embracing so-called weird initiatives long before the words "dot-com" or "new economy" appeared in our vernacular. To culture-driven companies, employee services aren't simply a technology company phenomenon. Even fun, non-techie workplaces understand the cost-benefit of workplace perks, employee services and performance recognition. These companies were the hallmarks of human resource innovation long before the 90s and they will continue to prevail. Companies that adopt a culture-driven approach to employee services will emerge with a stable supply of the best talent available (perhaps yours), and will hold onto them. These organizations are the long-term players.

Many companies provide their entire workforce with employee services, however organizations can better position themselves for success when they shift their focus from a holistic approach to one of rewarding individual achievement. Companies should use employee services to recruit, motivate and reward star performers. The perceived, politically correct need to treat everyone "equally" has resulted in the institutionalization of mediocrity and the spinelessness of decision makers. Treating everyone the same only minimizes the efforts of top talent and rewards the status quo. Managers should harness out-of-the-ordinary behavior. Although not everyone's weirdness deserves to be accommodated, companies must learn to lead high-performing weirdos to greatness, while weeding out those who do not add value. Here are some human resource practices that stand the test of time and economics:

**Open Book Management:** Companies must progress from a "need to know" to a "want to know" culture. Plan to allow and encourage employees to know everything about their organization including its direction, challenges and successes. Choose a non-threatening, rewarding process for welcoming employees' feedback and criticism. Successful com-

panies recognize that creative dissatisfaction with the status quo is a motivation to change and grow. While one-way communication is telling, two-way communication is liberating.

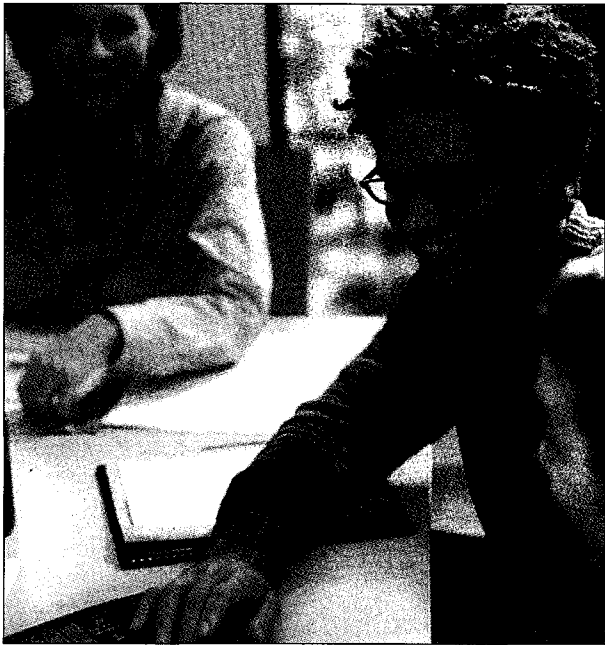
**Pay-For-Performance:** Transform from a bureaucracy to a meritocracy by recognizing that fair is not equal, and that managers must tie rewards and recognition to individual performance and value. This does not imply spending more money, but allocating it differently. Discriminate based upon results. True pay-for-performance creates positive turnover, which means that you lose unproductive employees, retain top talent and create a self-sustaining, high-performance culture.

**Fun With a Purpose:** Recognize that work and fun are compatible. Again, we tend to associate fun workplaces with the technology sector, but there are classic, enduring examples such as Southwest Airlines, Ben & Jerry's, Disney, and many others who helped institutionalize the synergy of fun and high-performance, while profiting greatly from it. Long-term players realize that fun is not a program, but a mindset and a culture.

### Get Weird! ideas

Specific examples help companies understand the new approach to business. Here are some initiatives that address the three human resource practices just discussed:





**Come on Down:** In the spirit of open-book management, this is a policy that allows any employee to attend any meeting for any reason. Now, that may sound risky for some organizations, but it all refers back to trust. When corporate trust is high, employees attend meetings for the right reason—to learn, not to spy.

Realistically, managers should make very few meetings off-limits. If someone in operations wants to know more about the company's marketing strategies, why not invite him or her to sit in on a marketing strategy meeting? If a sales representative wants to learn more about the technical side of the product or business (which he or she should) why not have this person attend a technology meeting? The possibilities are endless.

**Heard It Through the Grapevine:** The number one source of information in most companies is hearsay. However, studies show that employees prefer to receive information directly from the source—their leadership. Unfortunately, many of today's employees do not trust the source. An example of "Heard It Through the Grapevine" is to ask the CEO, or whoever is the information source, to create a periodic voice message that is straightforward, relevant, honest, and current. Employees may call their voicemail regularly for updated company information. Voicemail works well when sharing important information because it has emotion and a voice. E-mail is better for dumping impersonal and generic information.

Since two-way communication is the goal, also consider establishing an incoming grapevine. Instead of only providing information, create a vehicle that allows

employees to share information, both bad and good. Wouldn't you rather have employees blow the whistle internally instead of venting to an outside party? Adding this component has multiple benefits. Not only is it a catalyst to innovation, but it also builds trust, makes people feel part of the bigger team, eliminates the grapevine, breaks down departmental silos, and cures organizational myopia.

**Personal Space:** This idea allows employees the freedom to tailor their own workspace. Personal space is particularly important today, now that most employees are relegated to a cubicle. Whether it involves plants, paint, toys, or some other paraphernalia, it costs nothing to allow people this simple form of personal expression. Some organizations not only allow this freedom, but also subsidize it with a decorating allowance. If employees are permitted to create their own personal corner of the company, they will look forward to work. The deeper they dig in, the less likely they will dig out.

**You Can Call Me Ray:** This idea allows employees to have some fun with their job titles and form unique identities at work. With the evolution of technology, we have seen a lot of new, legitimate titles such as CIO (Chief Information Officer). However, more progressive companies allow employees to invent their own titles, such as the ISO Queen, the Guru of Fun, the Duke of Cool, and the Information Highwayman.

A related idea called "Cards for Everyone!" recognizes that all employees are potential ambassadors of the organization. The company can provide business cards for the janitor, receptionist and mailroom clerk at minimal cost. The reason? Business cards are not only a powerful motivator and ego booster for employees who normally do not carry them, but the effort communicates volumes to outsiders when they see that the company values and respects its workforce enough to include everyone in this capacity. This project also provides an opportunity to review job titles.

**Get the Point(s):** This behavior modification technique allows employees to earn points for new ideas or behaviors the company wants to reinforce. This approach encourages the accumulation of points for greater rewards, thus encouraging repeat behaviors, which eventually become new habits. Rewarding a behavior once is nice, but increasing the rewards for repeating the behavior is even better. Think of the acronym IBM for incremental behavior modification.

This approach is particularly powerful in creating a culture of innovation. For example, one program rewards employees just for showing up to an announcement meeting. The reward is a logo pen, because the company's next IBM goal is to urge employees to sign up and participate in an innovation program (and now they have a pen to do so). Then, the

company provides a slightly greater reward for signing up, such as a coffee mug or duffle bag. Next, employees who submit new ideas (even bad ones) receive more valuable rewards to recognize their efforts. The reward is followed by top rewards for submitting good ideas, the ultimate objective. Little by little, the company is moving employees toward a new culture of IBM.

**What Are My Options?:** First introduced by Sun Microsystems, Santa Clara, CA, this idea replaced the traditional company stock option benefit with opportunities for employees to manage projects of their choice. Company stock options do not foster innovation. There is no direct mental or behavioral correlation. They are a gift. Conversely, managers can tie specific projects into measurable outcomes for which the individual and/or team has direct influence. At the end of a fixed period, the company turns the shares into cash based on the success of the project. However you design it, the key is to identify the behaviors and outcomes that will drive innovation in the organization and then design a reward system around attaining those behaviors.

### Justifying rewards for weirdness

Today's employers possess fewer resources to pay referral fees or hiring bonuses during tough economic times. However, there is no financial or business justification for tightening the screws on low-cost workplace culture initiatives such as flexibility, purposeful fun or open, two-way communication.

Crisis doesn't build character—it reveals it. Companies that continue to concern themselves with the nature of work, even when labor is in greater supply, are those that understand the value of employees and

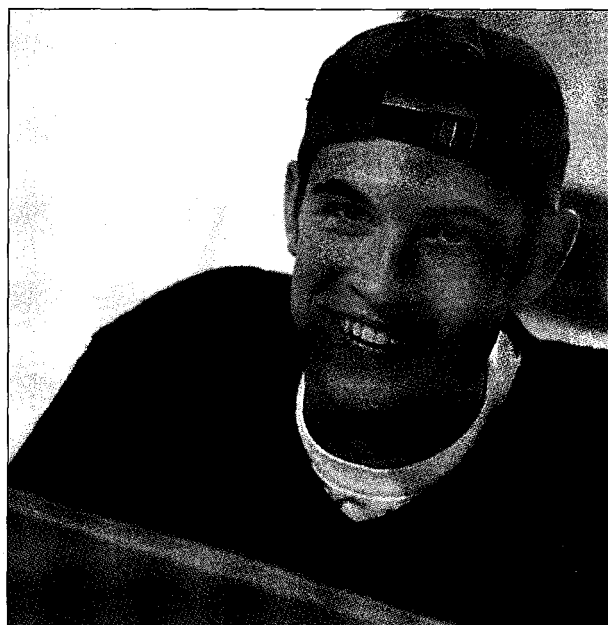
the importance of creating and maintaining a culture of intrinsic fun, creativity, motivation, and productivity. They also understand and realize the incredible return on investment of such a philosophy, and will continue profiting down the road.

Aside from revealing your organization's character, what is the business justification for innovative workplace strategies during a period of economic retrenchment? It all refers back to the original assumption that the war for talent has subsided. Anyone who operates under the assumption that the talent shortage is ever over is seriously mistaken, and will pay a serious price in the future.

Labor shortages may come and go, but a talent shortage always exists. If warm bodies are all the company needs, then you can quit reading this now and go back to work. But, if the organization requires and values high-performing, high-level thinking, emotionally intelligent talent, then the war is never over. In fact, the business justification for "keeping your character" during down times is an increased need to focus on the morale and motivation of those remaining employees—the survivors—*without* spending more money. That's a tough challenge. It is inherently unsettling for employees to witness the carnage of cutbacks all around them. If you plan to stay in business, and expect employees to do more with less, what choice do you have? If "old school" business people do not see the obvious implications of this, hopefully they at least realize the self-serving economic benefits of faking it during bad times. Perhaps Darwin's Survival of the Fittest theory shall prove itself true in the world of organizational behavior.

On which side of the fence is your organization? Better yet, on which side of the fence are you? Although my altruistic nature would love to see all organizations, and their managers, adopt these concepts for the right reasons—because it is their true character and they believe in it—I will settle for the pure business decision rationale. With either mind frame, the workplace will continue to evolve into one of high performance and mutual benefit. Now go *Get Weird!*

**esm**



John Putzier, M.S., SPHR, is president of FirStep, Inc., a human resource strategy company based in Prospect, PA, and author of the bestseller, *Get Weird! 101 Innovative Ways to Make Your Company a Great Place to Work* (AMACOM). For a free copy of the entire table of contents with all 101 Innovative Ideas, visit <http://www.firststepinc.com/Books/samples/toc-getweird.pdf>. His newest book is called, *Weirdos in the Workplace! The New Normal...Thriving in the Age of the Individual* (Financial Times Prentice Hall). For more information on Putzier's books, programs and services, visit him on the web at [www.getweird.net](http://www.getweird.net).

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# Please Don't Go

**As employees suit up to leave their companies when the economy improves, retaining the workforce will be an organization's number-one challenge**

By Stuart R. Levine

**"O**ur company's most important assets walk out the door every night." This phrase is repeated so often it's a management cliché. Does anyone believe it? If so, then why is turnover so high? Those who refuse to believe that employee retention is a company's biggest challenge should consider the results of a 2003 workforce poll by the *Wall Street Journal* and the Society of Human Resource Management (SHRM), Alexandria, VA. The results show that 64 percent of employees are "extremely likely" to begin or accelerate a job search. In other words, two out of every three employees are actively job-hunting. Another 19 percent of respondents say they are "somewhat likely" to increase their search efforts. This means five out of six employees will acquire new business cards soon.

Job-hopping creates huge expenses for companies and chronic dissatisfaction for employees. Replacing workers is expensive. Employers must find replacements, train them and suffer missed opportunities while new employees work to achieve the knowledge of their predecessors. It all adds up. The cost of replacing the average employee is nearly three times the departing worker's salary. Often, the exiting employee joins the competition. Factor in the intangibles—the impact on cus-

tomers, the disruption of teamwork and the deterioration of corporate culture—and recognizing that job turnover is the key business issue in today's economy is simple.

### **Quantifying turnover**

Companies successfully address retention by quantifying turnover and enhancing communication. Let's examine the elements a company is able to quantify. The first step is acknowledging that company leaders



can measure and manage turnover. For example, managers can learn quite a bit about employee turnover by tracking employee departures over the course of a year or less.

**Step 1: Set up a tracking mechanism.** Follow movement according to departments, compensation, hiring source, age, shift, or other criteria relevant to the industry. All supervisory reports should include turnover data, analysis and recommendations. Plan to interview all exiting employees.

**Step 2: Set departmental goals.** Research the industry's retention rate. Then, set out to beat it. Every department should set an appropriate retention goal. Strive to compensate managers who exceed their quotas.

**Step 3: Identify the managers who inspire loyalty.** Ask these managers to share pertinent knowledge and skills through training seminars, newsletter articles and policy implementations.

### **Communicate better, more frequently**

The second approach to retention is improved communications. Studies consistently show that while employees work for money, without a sense of purpose they will merely punch the clock. Overpaying employees won't motivate them. The difference between clock punching and commitment is communication.

The National Association of Convenience Stores, Alexandria, VA, surveyed its membership a few years ago and uncovered that storeowners holding regular staff meetings reduced turnover of full-time employees by 50 percent. Storeowners who provided employee handbooks reduced full-time turnover by 25 percent. In an industry where employee turnover often exceeds 100 percent, and is a hurdle to profitability, these managers made significant improvements through enhanced communication.

### **Remember the basics**

The quality of the employee-supervisor relationship can help or hinder job satisfaction. As a manager, a few fundamentals are well worth repeating.

**Be respectful.** Find opportunities to praise employees for jobs well done. Always publicly recognize them and privately criticize them. Praise more than you criticize.

**Lead by example.** Employees watch your actions and mimic your approach to work. Set a standard for excellence in everything you accomplish.

**Be specific.** Give thorough directions and avoid generalities. A vague approach: "Sometimes you don't get all the job's responsibilities handled in a timely manner." A specific approach: "You must have your reports completed on time, all the time."

**Clarify through repetition.** If it's important, say it twice and put it in writing. Send out reminders and be available for questions.

Good communication practices, both written and oral, reduce turnover. Oftentimes, turnover is the result of a mismatch between candidate and position. A manager who clearly defines a job's responsibilities on paper is halfway to successfully filling that vacancy. A well-written job description lists necessary technical skills, indicates which personality traits and "soft" skills will come in handy and allows the candidate to assess whether or not there's a match. On the other side of the desk, the candidate is evaluating the prospective employer. Keep in mind that employers send signals when they fail to provide a written job description or offer one that is vague, out-of-date or muddled.



### When someone leaves

Job turnover inevitably exists. Most employees will retire with more than one line on their resumes. When an employee moves on, both sides should meet for an exit interview. The exit interview is a valuable exercise that allows the departing employee to make a favorable, and often lasting, impression. Likewise, the employer learns how the company can improve at its primary task of keeping its workforce satisfied, productive and on the payroll.

### Conclusion

While consulting a company that experienced chronic turnover, I noticed that, during meetings, employees often introduced themselves to one another. At some meetings, nearly everyone in the room was newly hired. The group's approach to work appeared improvisational and temporary. When I flagged this problem to my client, he fumed. He wanted to focus on other issues. He was wrong and the company went out of business.

So many companies ignore the need to retain employees and few monitor job defection. The economic downturn of the past several years has covered for them, to a degree. But, in a bullish economy, that luxury will disappear. The workforce is shrinking as the Baby Boom generation ages and approaches retirement. As a result, organizations that ignore the need for retention will pay a huge price. Companies that implement retention strategies will maximize the opportunity to build a strong workforce in the upcoming year. **esm**

*Stuart R. Levine is chairman and CEO of Stuart Levine & Associates LLC, a Long Island, NY-based international consulting and leadership training company. He helps leaders "get it right" by focusing on the discipline of fundamentals and building an organization's confidence to achieve results. Levine is the author of The Six Fundamentals of Success: The Rules for Getting It Right for Yourself and Your Organization (Doubleday/Currency 2004). Stuart can be reached at (516) 465-0800 or [slevine@stuartlevine.com](mailto:slevine@stuartlevine.com).*

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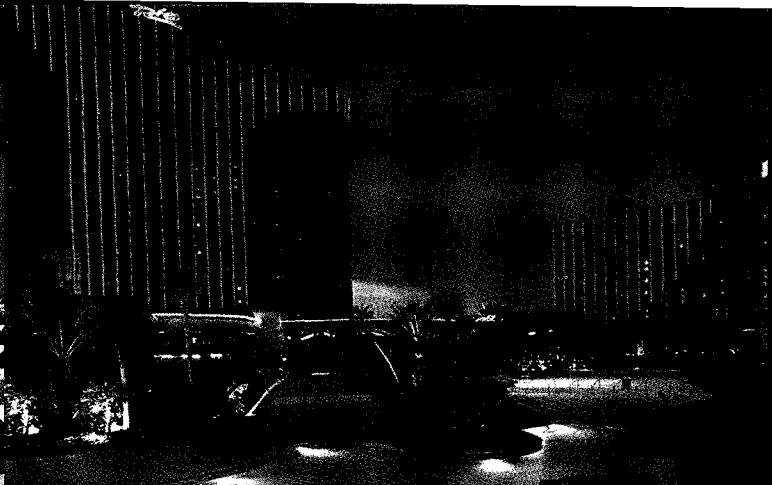
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| <b>One-day Registration</b> \$ _____ (day rate) X _____ (number of days) = _____<br><i>Check dates of attendance</i> <input type="checkbox"/> 5/1 <input type="checkbox"/> 5/2 <input type="checkbox"/> 5/3 | <b>\$240</b>           | <b>\$265</b>        |

**SUBTOTAL:** \$ \_\_\_\_\_

| Additional Event (Circle Your Choices)     | Fee for<br>Members | Fee for<br>Non-Members |
|--|--------------------|------------------------|
| <b>Pre-Conference Teambuilding Session</b> | <b>\$75</b>        | <b>\$95</b>            |
| <b>Tuesday Special Event</b>               | <b>\$15</b>        | <b>\$25</b>            |

**TOTAL:** \$ \_\_\_\_\_**Submit a separate registration form for each person. Duplicate copies of this form will be accepted.**

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280. There is a \$125 fee to cancel a registration. The remainder of your registration will be refunded if written cancellation notification is postmarked on or before 4/1/05. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Rio All-Suite Hotel & Casino by calling (888) 396-2483. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Rio All-Suite Hotel & Casino is \$129 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 3/25/05. Children under 16 will only be allowed in the Exhibit Hall on Tuesday, 5/3/05, in the afternoon.

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## Helping Caregivers Stay Focused

Teach employees to succeed at work when they serve as caregivers at home.

By LeAnn Thieman

**N**early 54 million Americans care for aging family members and 20-50 percent of them are employees. These working caregivers tend to a loved one before and after work. Due to their enormous responsibilities, working caregivers often feel torn between both "jobs," attempting to perform each one well. Donating much of their personal time to family members, working caregivers are often plagued with stress-related illnesses and mistakes and conflicts at work. Employee services providers can help ease their stress by sharing the following caregiver tips. Consider publishing this information in the employee newsletter or add it to your company's eldercare resources.

### Talk to your employer

The first step in managing your time as a caregiver is to inform your supervisor of your demands at home. Make an appointment to discuss this when you are rested and feeling strong, so you can state the situation in a professional, emotionally controlled manner. Offer reasons for fluctuations in your attendance, work schedule or attitude. Explain why you may need to decline additional hours,



a promotion or transfer. Reassure your supervisor that you are committed to the company and its peak performance and will remain accountable for your duties.

### Ask for help

Once you've reinforced your commitment, your supervisor should be more receptive to ideas for a more manageable schedule. Come prepared with suggestions such as arriving to work early, stay-

ing late, working from home, taking longer lunch hours to check on your loved one, making personal phone calls, or identifying a place where you can nap. Brainstorm with your supervisor about other options. Often employers allow flexibility in their use of comp time, sick days and vacations. In some organizations, the employer permits fellow employees to donate accrued time off to help caregivers during crisis periods.

## Take care of you

Caregivers have higher than normal incidents of illness. Employees caring for someone with a chronic illness have a 63 percent chance of dying early. Another 63 percent say depression is their most common emotion. Caregivers often become so depleted they cannot maintain the stamina to continue caring for another. Therefore, you must schedule time daily to nurture yourself physically, mentally and spiritually.

**Physically:** Eat well-balanced meals on a regular schedule. Take a daily multivitamin. Exercise regularly, even if you simply walk around the block. As difficult as it may seem, strive for a minimum of seven to eight hours of sleep a night and nap when possible. Arrange for regular medical check-ups and treatments of aches and pains before they become serious.

**Mentally:** Pay attention to your own feelings and emotions and seek counseling if needed. While it's impossible to always leave the stress and heartache at home, try to keep emotions in check at work. Vent feelings to trusted family members or friends, not coworkers.

**Spiritually:** Schedule time for yourself. Use relaxation or stress management techniques, such as meditation, visualization, biofeed-



back, and yoga. Stay actively involved with friends and hobbies. Create a support network and/or join a support group. Take time, even as little as 15 minutes per day, for prayer or meditation. Read or subscribe to inspirational magazines or books to uplift your spirits. Seek the counsel of a minister or religious leader you trust and respect.

## Seek support

Friends, family and church groups are often eager to assist caregivers. Seek respite care so you are able to regularly reserve time for yourself. Countless community, state and national resources exist to support you not only at work, but at home. Most cities offer programs that provide assistance to caregivers. The National Family Caregivers Association, Kensington, MD, [www.nfcacares.org](http://www.nfcacares.org), is an excellent start in accessing this information. Another great resource is the National Association of Area Agencies on Aging (N4A), Washington, DC, [www.n4a.org](http://www.n4a.org). With the passage of the National Family Caregiver Support Program in 2000, the U.S. government mandated that N4A address the

needs of family caregivers. Finally, research your rights under The Family Medical Leave Act (FMLA), a national policy that guarantees covered employees 12 weeks of unpaid leave each year to care for a newborn baby, a newly adopted child, a seriously ill family member, or to recover from their own serious health condition while ensuring their job security. Each state has different regulations. For more information, contact your state legislator.

## Conclusion

Today's employers recognize eldercare issues and are learning the needs of the working caregiver. Following these tips will help you regain control of your time. Your goal should be to communicate the situation to your supervisor and develop a plan that allows you to meet your needs at work and at home. Remember that you are not alone. When working caregivers take advantage of the services available to them at work and in the community, they learn to live more balanced lives with less stress.

**esm**

*LeAnn Thieman is a nationally acclaimed speaker, nurse and coauthor of the New York Times bestseller, Chicken Soup for the Nurse's Soul and recently released, Chicken Soup for the Caregiver's Soul. A nurse involved with the 1975 Vietnam Orphan Lift, Thieman has found fulfillment in caring for others and teaching people to do the same. She is an expert on creating work/life balance, living priorities and making a difference in the world. Visit her on the web at [www.leannthieman.com](http://www.leannthieman.com) or call her at 1-877-THIEMAN.*

## Becoming a coach in everyday life

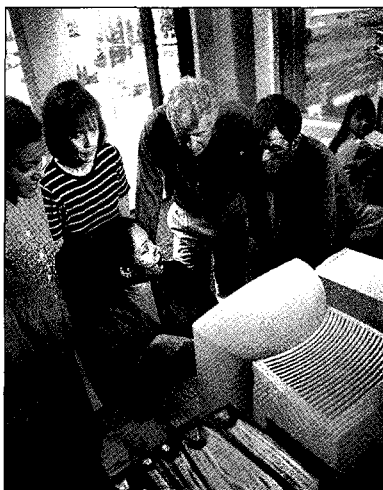
Ten ways to be valuable to everyone you encounter

By Terri Levine

**M**any of us are exhausted by the selfishness we encounter at work or in our personal lives. Unfortunately, we can't force people to show consideration, helpfulness and honesty, but the world can improve when everyone works on the ability to develop these attributes. The solution to self-centeredness lies in the power to change our attitudes and demonstrate kindness to people we encounter. Ponder the following characteristics when interacting with coworkers, friends and family members.

### 1. Avoid judgment

Look for and recognize the positive traits in yourself and in others. Employees and managers are capable of positive and negative behaviors, but differences in appearance, thoughts, opinions, likes, and dislikes should not threaten you. Instead, embrace differences and welcome variety. Likewise, ignore the concept of right and wrong. The people around you are not good or bad, right or wrong—they just are. If you were in another person's shoes, you might act differently.



Judgment wastes time and diminishes opportunities for meaningful relationships. You are not perfect, so why are your ideas better than the person's you are judging?

### 2. Respect others

Earning respect is a fundamental right. To accomplish this, consider the rights of others. Wealth does not afford a person respect and neither does a high-flying career with a fancy title. Respect is not about material issues or a top position on the social ladder. It is acknowledging another human



being's dignity and treating them how you wish to be treated. We entered this world as equals and we will leave as equals. What happens in between is just a series of different life experiences.

### 3. Listen well

While someone is speaking to you, how often do you plan what to say next or allow your mind to drift? Next time you converse with a coworker, concentrate on his or her every word. By practicing quality listening skills, you demonstrate respect toward others and will better comprehend their messages. You will also avoid misunderstandings and missed instructions. Furthermore, the other person will appreciate your full attention and return the courtesy.

### 4. Be interested, not interesting

This goes hand in hand with listening well. People delight in the opportunity to talk about themselves, so ensure you ask questions and show an interest in them. Let others enjoy the limelight by waiting your turn during conversations. Consider how you perceive the behavior of someone who refuses to include you in conversation. Avoid the image of a poor listener by counting the number of times

you say "I." Judging, arguing points, interrupting conversations, and using "I" often are surefire signs you need to review your communication skills.

### 5. Respond from the heart

Many people respond to others using their heads, not their hearts. Everyone is inclined to formulate stories about themselves, defend their egos and judge others or what they say. However, when you choose to respond from your heart, you demonstrate an understanding for others and establish a connection. Share kind words about others. Build up others rather than knock them down. Go with your gut instinct.

### 6. Be truthful

Follow the saying, "honesty is the best policy." A difference exists between diplomacy and untruthfulness. No one trusts a liar. Mistakes are part of human nature, but rather than lie, gently and tactfully admit the truth. Think carefully before you speak, but avoid deceit because it will return to haunt you. As uncomfortable as it may seem to display honesty, coming clean requires less effort than keeping various lies under wrap.

### 7. Help others

When you need a helping hand, you appreciate the person who offers it to you. Oftentimes, it is natural to seek opportunities to repay that person. When you give to others, you gain respect and gratitude. Remember, what goes around comes around. If you want people to assist you, you must help others. Whether you lend a hand on your supervisor's project, help a coworker who is struggling with a large workload or tend to an elderly neighbor struggling up the stairs with his or her arms full—people remember kindness.



### 8. Maintain integrity

People with integrity know where they stand and you know where you stand with them. When you set standards and stand by them, you attract people who respect your standards and possess standards of their own. Being a doormat is disrespectful to yourself and to the person walking all over you. It does not allow them to grow and learn. You have the right to have your own opinions and approaches to situations, so learn to disagree gracefully. Stand up for yourself when someone dismisses your choices. Remember the quote, "to thy own self be true."

### 9. Go the extra mile

If a project is worth accomplishing, it is worth accomplishing well. Think about what little touches you can offer to improve the outcome. Consider the example of Mr. A, the shoe shiner who wonderfully buffs and polishes your shoes in a timely manner and at a low price versus Mr. B, who provides the same service, but does so with cheer and an interest in you. Mr. B goes the extra mile. Rather than simply polishing your shoes, he lifts your spirits. When helping a coworker copy documents, go above and beyond the call of duty and ask if she needs a hand stapling or collating papers. Giving

110 percent need not involve a large expense of time, energy or money, but its value is often priceless, and one day, someone will reciprocate.

### 10. Say what you mean

Only make promises you are able to keep. Projecting a reliable image and honoring your agreements, whenever possible, stems back to integrity. Prepare to be flexible when necessary, but avoid comprising your integrity in the process. Communicating assertively and communicating aggressively are two entirely different traits, and assertiveness never requires aggression. If your approach to decision-making ap-

pears wishy-washy and you allow people to dismiss your position, you will develop a reputation as such. Eventually, you will encounter people willing to take advantage of your passiveness, increasing the amount of situations in which your needs go unsatisfied. Avoid being a pushover by asserting yourself.

### Conclusion

In today's world, it seems the new attitude is, "everyone for themselves." If you are unhappy with the selfishness you find in others, remedy the problem by looking inward. Improve your approaches to situations and strive to become the type of person you

admire. Make it a goal to project acceptance, respect for others, kindness, honesty, and integrity. Always exert an effort to help others and work hard. By possessing an awareness of your behavior toward others, you improve relationships and enhance the world around you. **esm**

*Terri Levine, MCC, PCC, MS, CCC-SLP, is CEO of Coaching Instruction, North Wales, PA. She is a Master Certified Coach, public speaker and the bestselling author of Work Yourself Happy, Coaching for an Extraordinary Life, Create Your Ideal Body, and Stop Managing, Start Coaching. You may contact Levine at (215) 699-4949 or visit <http://www.terrillevine.com>.*

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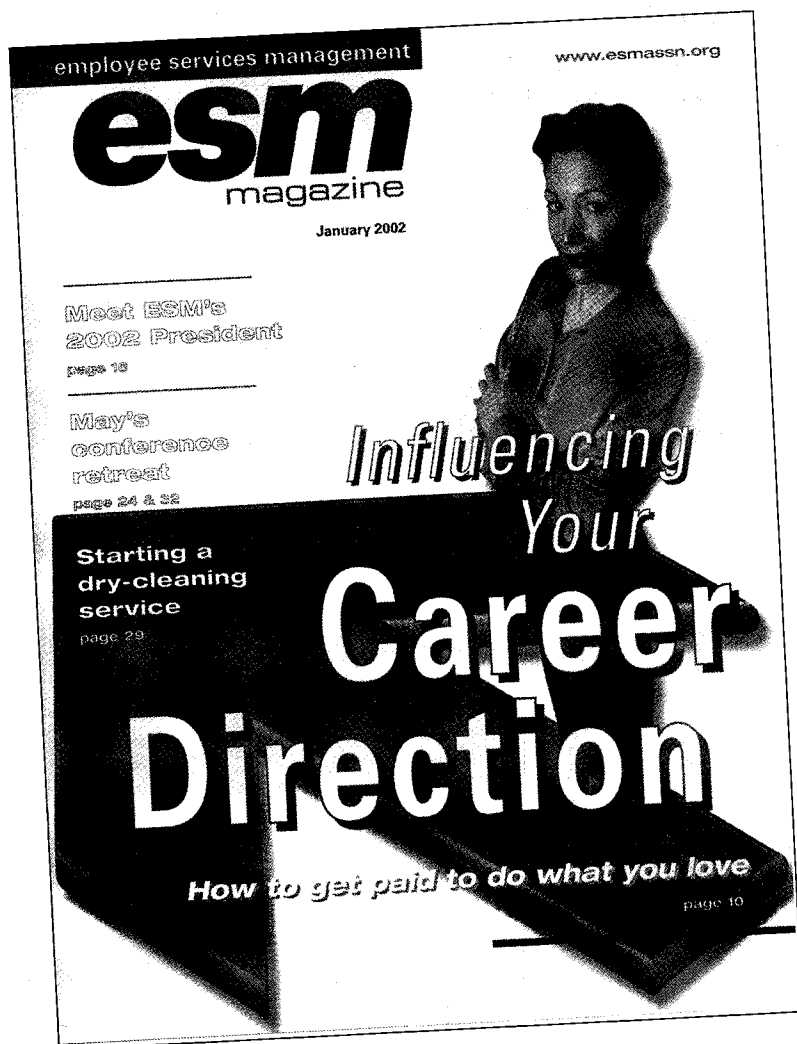
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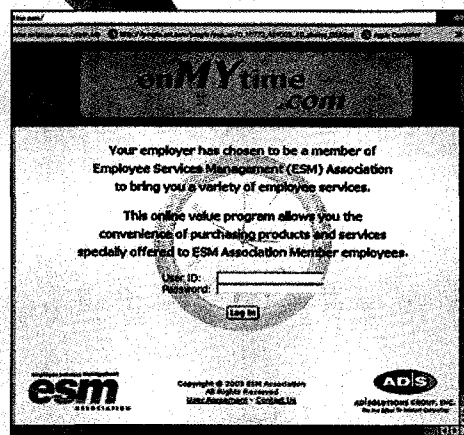
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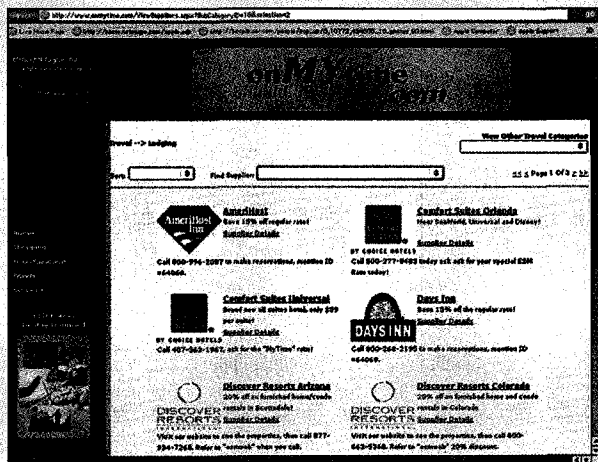
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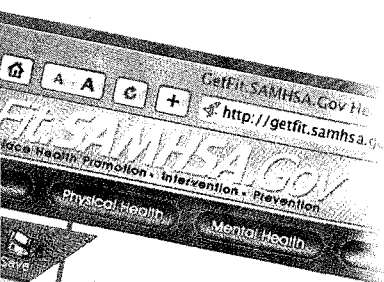
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# Encouraging Healthy Lifestyles



Home  
Welcome to GetFit.SAMHSA.Gov, an interactive website that provides information, health, drugs, and alcohol. Our goal is to provide the information and resources that you need to create a healthy environment at work.

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At GetFit.SAMHSA.Gov, we are committed to helping you make informed, resource, and support that you need to make life-saving choices!

**A free customizable website offers employees helpful wellness tips**

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# YOU'RE INVITED TO ENTER ESM ASSOCIATION'S 2005 AWARDS OF EXCELLENCE PROGRAM

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## ***Innovative Program Award***

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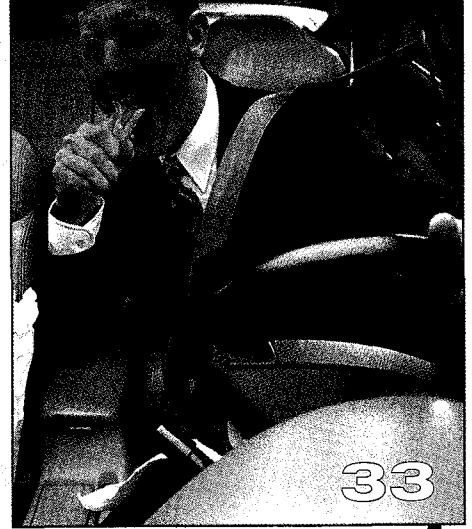
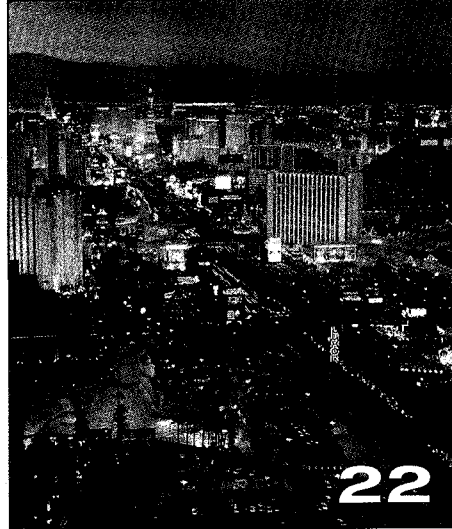
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Every employee services manager should have a working relationship with upper management. Compare your CEO's support for employee services with your peers' by analyzing the results of ESM Association's latest member survey.



## Get noticed

**E**mployee Services Management (ESM) Association's most recent member survey explores, "Obtaining Management Support for Employee Services." The results, on p. 28, show that employee services providers are making moderate efforts to build relationships with upper management. Unfortunately, it's never enough in today's business world of budget cuts and downsizing. In 2005, go the extra mile to gain management's attention by writing an article for *ESM Magazine*. Upper management takes notice when an employee is published in a national magazine because it proves they are an expert in the field. Read the following steps to getting published and consider writing an article yourself or commissioning your Public Relations Department to help you showcase your hard work:

**1. Write what you know.** A quality story is more than a commercial for your company. It gives *ESM Magazine* readers extensive information that can help them do their jobs better. Topics to consider include describing a unique approach to a program, outlining steps taken to grow a program, explaining organizational strategies or sharing resources used to make an employee services provider's job easier. Once you've determined your expertise, contact the editorial staff to share your thoughts and obtain a copy of *ESM Magazine's* Editorial Guidelines.

**2. Create an outline.** The best way to organize your thoughts and increase your chances of getting published is to create an outline, submit it to the editorial staff and ask for feedback. Describe the program details in chronological order, including explanations of planning and decision-making processes. Where applicable, explain management's involvement. Remember to show results and tie your efforts into the bottom line.

**3. Document your success.** Depending on the amount of preliminary research involved, writing an article should only take a few hours. Most *ESM Magazine* articles are four double-spaced pages. When you're knowledgeable about a topic, there's a lot to cover in four pages, so the key is to stay focused and approach the article as though you are teaching a peer how to implement a program. Use subheads and bullet points to organize the information.

**4. Editing.** When considering an article for publication, the editorial staff looks for a story with fresh and timely how-to information that will appeal to employee services providers. Check that the story clearly explains the details of the program, connects staff members' names and titles to their specific program responsibilities and shows results. Don't worry too much about grammar and sentence structure. If the information is on the page, the editor can help mold it into a compelling story.

The benefits of writing an article for *ESM Magazine* are worth the small investment of time. Once your article is printed, you will receive copies that can be distributed at work and inserted in your portfolio. Many companies reprint the article and use them in recruiting materials. The results will position your company as an employer of choice and boost your status with the CEO. Good luck and happy holidays!

Renee M. Mula  
Editor

reneemula@esmassn.org

### Publisher

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RENEE M. MULA

### Editorial Assistant

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### Designer

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## Stress-free employee vacations

Use these 13 strategies for maximizing employees' time away from the office

By Dale Collie

It comes as no surprise that vacations generate a lot of stress. Hectic travel plans, added expenses and family reunions can take the joy out of time off and, oftentimes, employees return to work more frazzled than when they left. Since vacations are often paid, it is the employee services provider's responsibility to ensure the company receives a quality return on its investment. Employees should return to the office well rested and ready to maximize their productivity. Here are 13 methods for relieving employees' vacation stress and boosting the company's net profit.

**1. Avoid major announcements.** As the person responsible for planning employee vacations, an employee services provider often has his or her pulse on employees' vacation dates. Use this information to track heavy vacation periods so management can refrain from announcing job changes or new responsibilities just before employees leave. The amount of work employees accomplish just before vacation is minimal, and they won't have colleagues to lean on while they are away. Wait until they return to share positive or negative news.



**2. Teach employees to save for vacation.** Throughout the year, provide employees with tips for saving money for vacations, and ask the company's credit union to teach employees to budget for this large annual expense. The extra attention will help employees with their overall financial stability as they save more and reduce debt. Employees can't dedicate 100 percent to their productivity if money issues plague them. This information will demonstrate to employees that the company cares about their welfare, which improves morale and reduces stress.

# The 10 Components

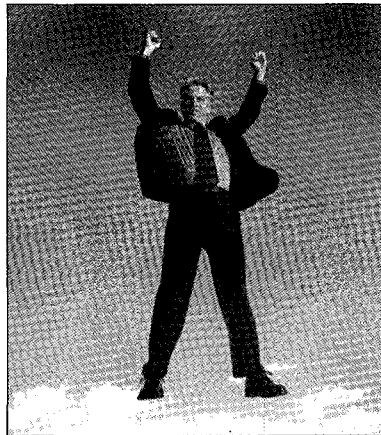
**3. Check for errors.** Ask front-line managers and payroll clerks to watch for errors just before a heavy vacation period. Even if payroll has an excellent record, double-checking their work will prevent the inevitable stress-causing payroll mishap. Dealing with bounced checks or overdrawn credit cards while on vacation is no way to reduce stress. If payroll employees are unwilling to verify records companywide, maybe they will at least verify your team's records.

**4. Distribute the workload.** Consider distributing job responsibilities among other team members during employee absences so vacationing employees do not return to overflowing inboxes. Just imagine returning from your own vacation to find an empty inbox with plenty of time to catch up on voicemail and e-mail. Treat this administrative workload as you would any other component of teamwork and help the entire team remain on track during a coworker's time off.

**5. Provide travel resources.** Not everyone is skilled in planning vacations. Provide in-house orientations on how to organize stress-free vacations. Arrange for local travel agents and planners to conduct seminars and work with employees who usually plan their own vacations.

**6. Partner with a travel agent.** Negotiate preplanned vacation packages for employees. Many travel agencies have customized three- to five-day packages. Refer employees to specific travel agents who will assist with planning and expenses. Some agents and travel clubs will gladly visit your company and present their offerings to employees.

**7. Negotiate travel discounts.** Teach employees to research travel expenses on the Internet via reliable discount sites, accommodations and destinations. Partner with suppliers



to offer company discounts for employees. Plan a travel vendor fair and ask employees and their family members to attend.

**8. Teach employees to budget their vacation time.** Ask employees to allow an extra half-day or full day of time off to prepare for their vacations. Suggest they use this time to schedule a house or pet sitter, service their cars, purchase luggage or apparel, and arrange for childcare. These distractions consume a majority of an employee's last day at the office before vacation.

**9. Touch base with vacationing employees.** Have employees provide the status of important projects two weeks before their vacations. Ask them to identify their priorities and then monitor their efforts. This communication initiative will eliminate last minute, stress-filled deadlines.

**10. Plan for employees' returns.** Schedule time for employees to share their individual vacation experiences with coworkers and update them on events that transpired during their absence. While they're away, keep a log of items to review so you'll have a meaningful discussion involving more than, "everything went as usual."

**11. Surprise them with kindness.** If you're familiar with an employee's vacation destination,

have the hotel staff deliver a note to the employee's hotel room. Postcards, flowers and fruit baskets will impress family members and encourage loyalty to the company.

**12. Remain flexible.** Allow employees to choose, within certain parameters, when they can use their vacation time. Your flexibility in scheduling a vacation will relieve employees' stress and permit them to use their vacation time for special occasions.

**13. Increase the benefit of time off.** Require one- to two-week vacation periods for high-stress jobs instead of one- to two-day segments, as many companies prefer. High-pressure jobs require one week to leave the job behind and unwind, and a second week to rest and enjoy time away from the office.

## Conclusion

Remember, the purpose of the vacation is twofold—to benefit employees and improve their productivity. Since the company is paying for this break, structure it to benefit both parties. Even if you object to some of these stress-busting ideas, consider the elements of your corporate culture to uncover techniques for maximizing the company's investment in paid vacations. Try these strategies or develop your own, and observe whether employees perform better after returning from their time away from work. **esm**

*Dale Collie is an author, speaker, former U.S. Army Ranger, CEO, and professor at the U.S. Military Academy, West Point, NY. His book, Winning Under Fire: Turn Stress into Success the U.S. Army Way, takes strategies from the battlefield into the boardroom and beyond. Collie is a Purple Heart recipient and one of Fast Company's "America's Fast 50" innovative leaders. For more information, visit [www.couragebuilders.com](http://www.couragebuilders.com).*

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To receive information about becoming a member of ESM Association, contact:

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MAG

## Dress code legal issues

### Commonsense tips for drafting a company dress code

**M**any employee services providers mistakenly believe that discrimination laws restrict their right to determine appropriate workplace dress. In fact, they actually have a lot of discretion in what the company requires employees to wear to work. When applied consistently, a carefully drafted dress code generally does not violate discrimination laws. However, this fact won't stop employees from questioning a policy. This article, from *HR Matters E-Tips*, a free electronic newsletter published by Personnel Policy Service, Inc., Louisville, KY, examines common legal challenges to dress codes and how to avoid them.

#### Sex discrimination claims

Typically, sex discrimination claims are unsuccessful unless the dress policy has no basis in social customs, differentiates significantly between men and women or imposes a greater burden on women. Thus, a policy that requires female managers to wear uniforms while male managers are allowed to wear "professional dress" may be discriminatory. However, dress requirements that



reflect current social norms are generally upheld, even when they affect only one sex. For example, in a decision by the Eleventh Circuit Court of Appeals in *Harper v. Blockbuster Entertainment*, 139 F.3d 1385 (11th Cir. 1998), the court upheld an employer's policy that required only male employees to cut their long hair.

Be aware that California prohibits employers from implementing a dress code that does not allow women to wear pants in the

workplace. Section 12947.5 of the California Government Code states that prohibiting an employee from wearing pants because of the sex of the employee is an unlawful employment practice. The California law makes exceptions in that companies can require employees in certain occupations to wear uniforms.

### Race and disability

Race discrimination claims can be even more difficult to prove since the employee must show that the employer's dress code has a disparate impact on a protected class of employees. One limited area where race claims had success was in challenges to "no beard" policies. A few courts determined that a policy requiring all male employees to be clean-shaven discriminates if it does not accommodate individuals with pseudofolliculitis barbae (PFB), a skin condition aggravated by shaving that occurs almost exclusively among African-American males.

No-beard rules also may violate disability discrimination laws. Some courts have ruled that PFB is a disabling condition and thus

requires reasonable accommodation under state disability laws and the federal Rehabilitation Act, which prohibits federal contractors from discriminating in employment based on disability.

### Religious discrimination

Employees had more success claiming that dress codes violate religious discrimination laws. These claims arise when an employer is unwilling to allow an employee's religious dress or appearance. For example, a policy may be discriminatory if it does not accommodate an employee's religious need to wear a head covering or beard. However, if an employer shows that the accommodation would be an undue hardship, such as if the employee's dress is a safety concern, the company is typically not required to create an exception to its policy.

### NLRA claims

Employees also may file dress code claims under the National Labor Relations Act (NLRA). To comply with the NLRA, employers, even in nonunion workplaces, may not universally ban the wearing of union insignia. However, an employer may set neutral policies that, when uniformly enforced, prohibit employees from wearing certain items of clothing that could have union insignias on them. For instance, a company can ban T-shirts with union logos if the policy prohibits all T-shirts. However, several courts determined that employees have the right to wear union buttons and pins to work, unless the wearing of these items creates a safety hazard or, in the case of workers with public contact, the company consistently requires employees to wear uniforms without buttons and pins.

### Tattoos and body piercings

Many employees also mistakenly believe that they have a right to show tattoos and body piercings in the workplace. While tattoos and piercings may be examples of self-expression, courts generally do not recognize them as indications of religious or racial expression and, therefore, are not protected under federal discrimination laws. Accordingly, as with most personal appearance and grooming standards, the company has wide latitude to set policy regarding tattoos and body piercings.

### Commonsense tips

Here are some ideas for ensuring that a dress code policy complies with the legal restrictions described above:

1. **Base the policy on business-related reasons.** In the policy, outline reasons for each restriction so employees understand the rationale behind them. Common business-related reasons include maintaining the organization's public image, promoting a productive work environment or complying with health and safety standards.
2. **Require workers to appear appropriate and well-groomed.** Even casual dress policies should specify what clothing is inappropriate (such as sweat suits, shorts and jeans) and any special requirements for employees who deal with the public.
3. **Communicate the policy.** Use employee handbooks or memos to alert employees to the new policy, any revisions and the penalties for noncompliance. In addition, explain the policy to job candidates.
4. **Apply the dress code policy uniformly to all employees.** This will prevent claims that the policy adversely affects women or mi-



norities. Consider explaining exceptions, if required by law.

**5. Reasonably accommodate employees when the situation requires an exception.** Be prepared to accommodate requests for religious practices and disabilities, such as head coverings and facial hair.

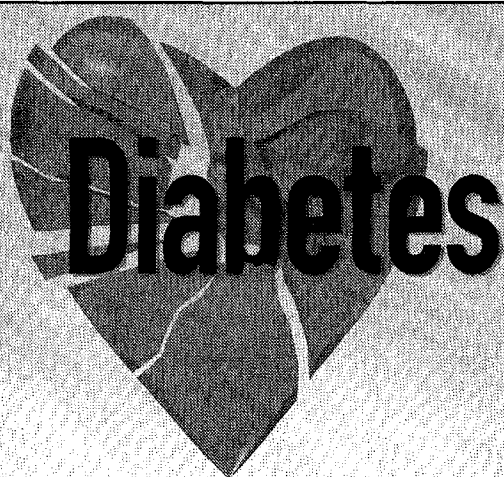
**6. Apply consistent discipline for dress code violations.** When disciplining violators, point out why their attire does not comply with the code and what they can do to comply.

## Conclusion

Most companies have had employees complain that a dress code violates their rights. Some employees will even go so far as to allege discrimination on the basis of sex, religion or race under Title VII of the Civil Rights Act. However, when employee services providers base a dress code on business needs and uniformly apply it to the workforce, generally it will not violate employees' civil rights.

**esm**

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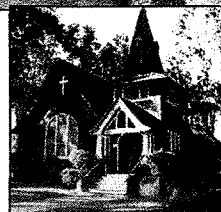
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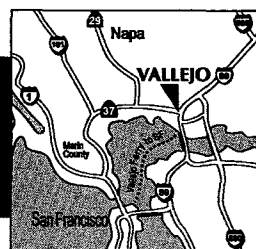


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# Help your workforce **GetFit**

**A turn-key, government-created website provides employees with free health information**

By Renee M. Mula

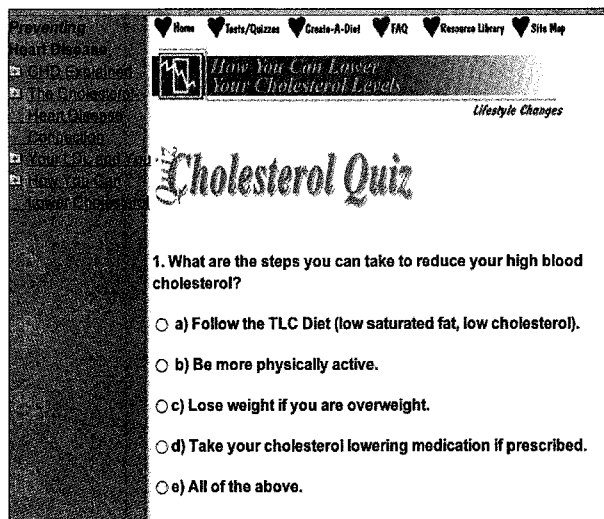
**G**etFit offers employee services providers an easy-to-use template for serving their workforce online. This free website service, sponsored by the Substance Abuse and Mental Health Services Administration (SAMHSA), Washington, DC, delivers information and resources aimed at improving the health of employees in various businesses and industries. Groups such as the National Institutes of Health and the National Oceanic and Atmospheric Administration (NIH/NOAA) Recreation and Welfare (R&W) Association, Bethesda, MD, customize the website to communicate their recreation programs and wellness information to employees.

## **Linking to the GetFit site**

Available at <http://www.getfit.samhsa.gov>, GetFit incorporates the messages of substance abuse prevention, early intervention and treatment into an overall strategy for health, wellness and safety in the workplace, home and community. If you don't have a website or Intranet, this is a quick means of providing important, credible health information at no cost. Using GetFit can save a company thousands of dollars in website design, maintenance and the purchase of current healthcare content. Businesses, associations, coalitions, and union groups can link to GetFit or customize their own version of GetFit through a step-by-step online process. By linking, employees gain access to reliable health-related information from credible sources within the U.S. Department of Health and

Human Services and other Federal agencies and organizations serving the public interest. The four main areas covered are physical health, mental health, drugs, and alcohol. Each of these sections provides the following information:

- A glossary of terms.
- Answers to the most frequently asked questions.
- Facts about dealing with a health concern at work.
- The effects of certain health problems on Americans.
- Tools for determining if you or someone you know has a health crisis.
- Resources for getting help before a problem becomes more serious.
- The latest news and related articles about specific health concerns and how they relate to various populations, the workplace and other health issues.



Visit the GetFit website at <http://www.getfit.samhsa.gov>.

## Customizing the site

With GetFit, keeping your message of healthy living and prevention in front of employees is free and easy. Using a website template, employee services providers build a customized site with a simple cut-and-paste effort similar to that in Microsoft Word. When customizing GetFit, choose from an At Work section or In Our Community section. Both options allow you to enter organization-specific information such as a company logo, pictures, contacts, policies, programs, services, and other resources. You can create a new website in as little as an hour.

Whether you link to GetFit or customize your own version, you will receive a unique username and login to access templates that are ready to print, post and e-mail such as e-cards and posters personalized to reflect the organization and its message. Using the e-cards and posters helps build awareness of this new workplace resource and alerts employees to updates concerning company-specific information. When customizing the site, your company will receive a unique Web address (URL).

## Case study

Randy Schools, CESM, president and CEO, National Institutes of Health and the National Oceanic and Atmospheric Administration (NIH/NOAA) Recreation and Welfare (R&W) Association, Bethesda, MD, customizes GetFit for his workforce. The R&W Association website provides NIH/NOAA employees with a variety of social, athletic, health and wellness, educational, and special interest activities. Members enjoy a variety of programs that provide opportunities to meet people with similar interests, pursue a favorite

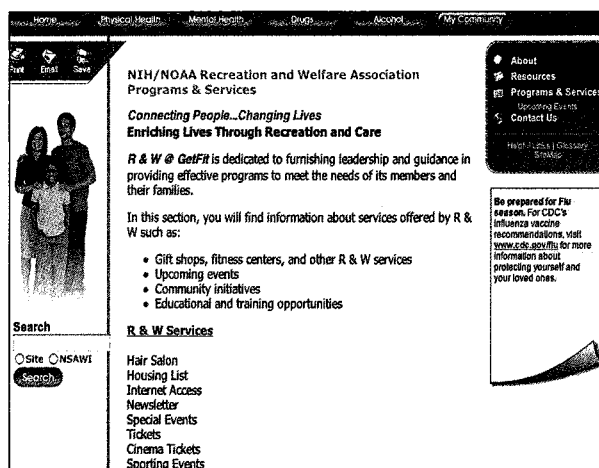
hobby, participate in athletic events, and enjoy many other social activities. Visit <http://www.nih-noaarendw.atgetfit.net/MyCommunity/> to view the entire R&W Association online community. Below is an outline of the organization's GetFit website.

**About the R&W Association:** The About Section features a Who We Are area with the mission, history and vision of the R&W Association. The Hours/Locations section lists information about the organization's gift shops, fitness centers and other services. Employees also receive information about NIH/NOAA charities and affiliated foundations. In this area, employees read the privileges of R&W Association membership and learn how to join the association.

**R&W Association Resources:** Here NIH/NOAA employees find information, resources and online support that help them and their families make safe and healthy choices at work and at home including:

- Local, state and national links to helpful resources.
- Federal health, wellness and safety outlets.
- Substance abuse sources and community support groups.
- Mental health contacts.
- Other health concerns.
- Frequently asked questions about a variety of health topics.
- A comprehensive glossary of health-related terms.

**R & W Association Programs & Services:** In this section, the R&W Association provides details about its employee services. The organization posts a monthly activity calendar along with descriptions of community initiatives and educational and training opportunities. Employees can view a list of onsite services, link to the NIH/NOAA website or shop online at the Government Mall.



**The NIH/NOAA Recreation and Welfare Association, Bethesda, MD, lists its employee services in one location.**

**Contact information:** In this area, the R&W Association lists key contact names, addresses, phone numbers, and e-mails.

With GetFit's customize option, employee services providers can create a website as elaborate or simple as they choose. In addition to the areas the R&W Association customized above, GetFit provides space for a company to insert information about its employee assistance program, counseling services, peer-to-peer support programs, company policies, financial resources, growth opportunities, and more.

## Conclusion

Employers, unions and other organizations that customize GetFit or simply link to the site, will help decrease absenteeism, reduce workplace accidents, lower healthcare costs, and improve performance, thereby improving the health, safety and quality of life

for people throughout the U.S. GetFit provides credible information and recommendations people can trust from reliable sources serving the public interest. Its various self-screening tools help employees identify, understand and obtain help for problems with drugs and alcohol, concerns about physical health and mental health issues or illness. GetFit offers the latest news, articles and events concerning healthy living for children, teens and adults. As a result, employees obtain information in just a few clicks. Visit <http://www.getfit.samhsa.gov> and begin enhancing your company's wellness offerings today.

**esm**

*Renee M. Mula is director of communications and editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. You may reach her at (630) 368-1280 or [reneemula@esmassn.org](mailto:reneemula@esmassn.org).*

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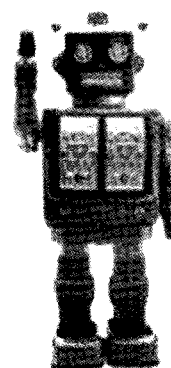
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# Robots No More

**Managers use questioning strategies to train employees to think for themselves**

By Doug Silsbee

**W**hen children ask for help with homework, should you tell them the answers and finish the homework for them? Of course not. That approach shortcuts the children's learning process. Instead, adults should help children study by asking questions that guide them through the problem-solving process. The objective is to help them learn to think and solve problems on their own. After all, children won't perform well on tests if adults provide the answers during study time.

If using a questioning strategy to help children with their homework is an obvious parenting example, why isn't it obvious when helping fellow adults? Rather than enable employees to solve problems by asking them a series of questions designed to develop their thought processes, many managers give employees the answers or, worse yet, complete tasks for them. By asking questions that provoke thought, managers can change employees from robots to independent, creative team players.

## **Coaching employees**

Part of the problem lies in the fact that most managers aren't trained as coaches. They simply do their best to extinguish the inevitable brushfires and move projects forward. They default to the easiest and fastest method of resolving problems. As well intentioned as this expert-driven management model is, the long-term results of being "too helpful" are dire. Consider the following facts and consequences of this management style:

**Fact A:** Managers can often provide solutions quicker than the time required to discuss the problem and elicit an employee's ideas.

**Consequence:** Knee jerk first responses to problems often aren't the best solutions. According to a famous quote by Emile August Chartier (1868-1951), "Nothing is more dangerous than an idea, when it's the only one we have."

**Fact B:** In the high-pressured environment of today's workplace, providing quick answers eliminates tension from unsolved problems.

**Consequence:** Short-term thinking sometimes creates longer-term problems. Providing employees with easy solutions without soliciting their thoughts creates dependency and undermines employees' motivation and ability to solve future problems on their own.

**Fact C:** Many managers paid their dues in individual contributor positions where they once excelled.

**Consequence:** When managers understand and enjoy the technical aspect of the work they supervise, they typically prioritize problem solving above developing employees. Solving problems is part of a manager's job. Developing employees is arguably more important in the long run, but more difficult to accomplish. Managers often shy away from this responsibility.

**Fact D:** Providing solutions makes managers feel smart. When managers suggest solutions to an employee's problem, they are psychologically affirming their own knowledge and experience.

**Consequence:** Managers are affirmed, but the employees receive the message that they aren't capable or knowledgeable enough to solve the problem.

**Fact E:** Managers generally have more experience and knowledge to draw from than their employees.

**Consequence:** If a work group solely relies on the manager's experience and knowledge, they will likely approach work just as the manager did in the past. This deprives the organization of the innovation and creativity that could emerge from a more thorough exploration of the problem and possible solutions.

## Questioning strategies

Fortunately, you don't need an advanced degree or intensive training in coaching methods to change these dynamics. Nor do you need to forget everything you've learned about managing employees. A shift in emphasis and a few simple tips for asking questions that provoke employees' thoughts in everyday work situations will alter the pattern of dependency and help develop employees. Try these questioning strategies:

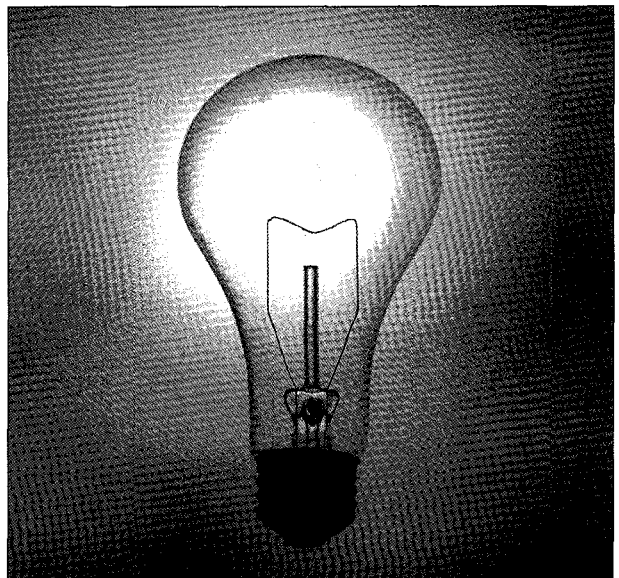
**Strategy #1:** Ask questions that help employees see the problem from a different perspective. You might ask, "What was different last week when this was working?" or "How might person X view this obstacle?" or "What circumstance must change to avoid this problem?" Such questions help expand the employee's view of the issue.

**Strategy #2:** Together, develop two or three alternative solutions. Put the first solution on the shelf. Then, challenge the employee by saying, "Okay, that's a great idea. Now, can you come up with other viable options? With two additional ideas, we'll have a real choice."

**Strategy #3:** Ask "why?" five times in a row. This investigative approach helps uncover a problem's root cause. A positive solution always addresses the root cause. Each time the employee answers a "why" question, the manager asks "why?" again, looking for the layers of causality. By delving deeper through the layers, you will eventually arrive at the true cause. Be clear that you are seeking to help the employee solve the problem, not grilling him or her or trying to affix blame. You're simply sharing an investigative technique.

**Strategy #4:** Consider how you approached similar problems in the past. Use the issue as an opportunity to ask the employee questions that lead him or her through a problem-solving process you previously used. Ask the employee, "What information might help narrow the problem down?" or "Who else has dealt with this before?" or "What tools or technologies might offer a new approach?" These questions encourage the employee to practice tackling a difficult situation by considering available resources.

**Strategy #5:** Use questions that inquire about the employee's role in the problem. Generally, if a person identifies how he or she contributes to the dilemma in the first place, the employee is just one step away from identifying a solution. Asking, "Did you do or say something that might have made him angry?" can lead to: "I could be less critical of his efforts; he's new on the job." Likewise, asking, "What task are you usually performing when the error rates go up?" might lead to: "I suppose the error rates are higher when I haven't calibrated the machine for a while."



## Robots No More

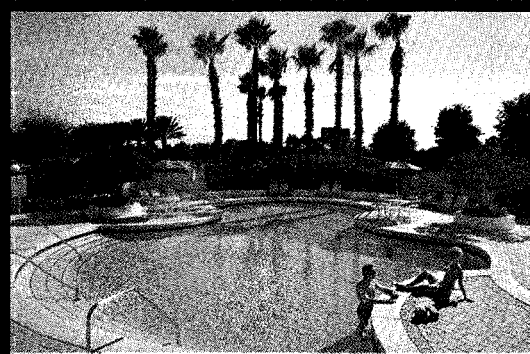


### Conclusion

In short, engaging employees in solving their own problems values their intelligence, cultivates their independence and enhances their problem-solving capabilities. These questioning strategies require an investment in time and a willingness to experiment with your approach as a manager, but it's worth it. You will reduce dependency, boost morale, build more capable employees, and develop better solutions. In the long run, tapping into your workforce's intelligence is simply common sense.

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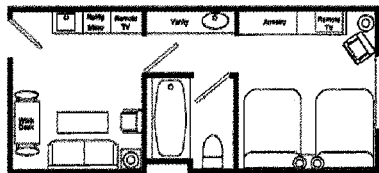
*Doug Silsbee is a business consultant and coach in Asheville, NC. He leads workshops all over the world and coaches individuals on self-development and management in any professional venue. His 2004 book, The Mindful Coach: Seven Roles for Helping People Grow, and information about his workshops and coaching are available on-line at <http://www.septetcoaching.com>. You may reach him at [silsbee@septetcoaching.com](mailto:silsbee@septetcoaching.com).*



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# Hot Topics

## ESM Association's 64<sup>th</sup> Annual Conference & Exhibit uncovers cutting-edge retention strategies

By Renee M. Mula

As the economy turns in a positive direction and employees weigh their job options, the quality and abundance of the company's employee services will factor into their decisions to stay or leave the company. Is your employee services package generous enough to beat the competition? Gain an insider's look into the hottest employee services programs for recruiting and retaining employees during Employee Services Management (ESM) Association's 64<sup>th</sup> Annual Conference & Exhibit, May 1-4, 2005, at the Rio All-Suite Hotel & Casino, Las Vegas, NV.

The General Sessions will provide new industry philosophies and outline tips for using employee services to build a corporate culture that attracts talent. Also choose from a variety of Concurrent Sessions that describe how to improve upon the services you already offer. If you attend only one education event in 2005, choose ESM Association's Annual Conference & Exhibit as your resource for the latest developments in the employee services field.

### Pre-Conference Session

*Pre-Conference Boot Camp—Building High Performance Teams*

Ann Simmons, president, The Simmons Group, Las Vegas, NV

(Sponsored by the ESM Association Southern Nevada Chapter. Nominal \$75 fee. See p. 27 to register.)

Unlock the potential of individual players within a team to achieve amazing results. This boot camp session will coax attendees out of their comfort zones with exercises sure to capture and maintain their attention. Discover how a high-performance team's energy is self-evolved and how the group becomes a powerhouse. Take home practical tools that build trust, improve communication and manage conflict. This workshop will help you lead your team to greatness through increased sales and profit, maximized contributions from employees, happier customers, and more committed team members.



## Opening Session

### *ESM Association's Opening Session and Awards of Excellence*

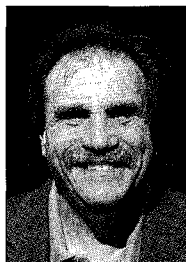
Get excited for this year's event as an energetic, professional emcee helps attendees launch ESM Association's 64<sup>th</sup> Annual Conference & Exhibit. In an enlivening format, ESM Association's President will briefly welcome attendees before honoring ESM Association's Awards of Excellence recipients, highlighted with a presentation from the 2005 Employer of the Year. ESM Association's award recipients represent the best of the best in employee programming. Use this session as an opportunity to learn their names and plan to network with these trailblazers throughout the conference. They are "the people to know" in the employee services industry.



## General Session 1

*Breaking Through—The Power of Creative Thinking*  
Denis Berkson, co-founder, WORDplay & Associates, Mount Prospect, IL

WORDplay & Associates' motivational presentation will increase your creative potential. Utilizing music, humor, current research, and interactive group exercises, Denis Berkson—the Creative Crusader—will share the secrets of right- and left-brain thinking and the power of play and risk-taking. Attendees will discover what creativity is and isn't and learn simple techniques to generate more ideas, break through blocks and jump-start the creative process. This presentation is a fun-filled, action-packed, energizing journey into the strategies, benefits and applications of creative thinking for your professional and personal lives.



## General Session 2

*School's Out, But the Workday's Not Over*  
Judy Samelson, executive director, Afterschool Alliance, Flint, MI, and Donna Klein, president and CEO, Corporate Voices for Working Families, Washington, DC

The school day ends at 3:00 p.m., but the workforce is still going strong—or is it? This session will provide an overview of how America's families piece together afterschool care and how that affects the workplace. Two experts in afterschool programming will share data on the supply and



demand for afterschool programs; provide research that shows afterschool programs keep kids safe, help working families and inspire learning; and offer examples of how and why corporations are helping meet the need for additional afterschool programs.



## General Session 3

*Get More Smileage Out of Your Job*  
Linda Henley-Smith, owner, For The Good Times, Phoenix, AZ  
(Sponsored by the St. Petersburg/Clearwater Area Convention & Visitors Bureau, Clearwater, FL)

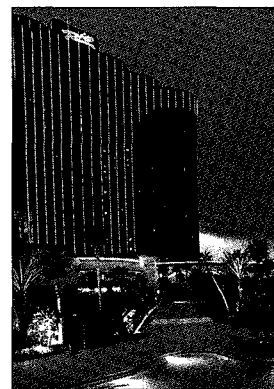
Employee services professionals know that every employee brings joy to the workplace—some with their entrance and some with their exit. However, WORK doesn't have to be a four-letter word. This dynamic presentation offers tips on how to take work seriously and yourself lightly. Adjusting your attitude and using your sense of humor can go a long way in dealing with negative situations, grumpy people and surviving and thriving during change. Learn to lighten up and create a workplace where employees enjoy spending their time.



## Networking Functions

### *Sunday Evening All-Attendee Reception*

Rekindle old friendships and create new contacts as conference attendees and Exhibitors encounter networking and fun during the event. Exotic. Uninhibited. Fun. The Rio All-Suite Hotel & Casino stands in a class of its own. This beautiful hotel-casino offers the extravagance of suite living, the excitement of first-class performances and lounges, the action of non-stop gaming, and the luxuries of the world's top resorts. Enjoy all the Rio has to offer, including exciting entertainment, a newly expanded spa and fitness facility, shopping in more than 15 unique specialty stores, the top-ranked Rio Secco Golf Club, and dining in its 16 award-winning dining establishments.



### *Tuesday Evening Special Event*

(Sponsored by Las Vegas Convention & Visitors Authority, Las Vegas, NV, and Laughlin Visitors Bureau, Laughlin, NV. Nominal \$15 fee. See p. 27 to register.)

## CONCURRENT SESSIONS

*Learn low-cost and time saving ideas from these four Concurrent Sessions:*

### **Sunday, May 1, 2005**

#### *Concurrent Session 1*

- Chapter Board Member Workshop
- Employee Store Workshop
- Government Programs Workshop

### **Monday, May 2, 2005**

#### *Concurrent Session 2*

- Working in Partnership to Navigate the Perfect Storm
- Open-to-Buy Planning—Employee Stores
- Maximize Your ESM Association Membership
- Avoid Eldercare Productivity Losses with High Impact Communication

#### *Concurrent Session 3*

- IRS Guidelines for Recognition & Awards
- Award Winning Program 1
- Award Winning Program 2

#### *Concurrent Session 4*

- Newest Trends in Special Events
- Employee Relations in the 21<sup>st</sup> Century
- Demographic Changes Driving the Need for Non-Traditional Benefits
- Providing Employee Services on a Limited Budget

### **Tuesday, May 3, 2005**

#### *Concurrent Session 5*

- Avoiding the Liability Minefields
- DiSC Personal Development Profile
- Predicting Program Trends and Planning New Programs

### **Wednesday, May 4, 2005**

#### *Concurrent Session 6*

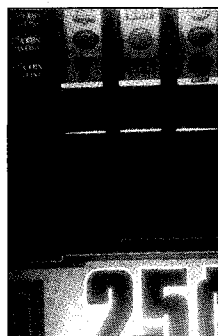
- Absenteeism In the Workplace: An Epidemic
- Creative Methods for Recognizing Employees

Las Vegas continues to capture the world's imagination as the destination where anything is possible. In 2005, Las Vegas will celebrate its 100<sup>th</sup> Birthday. This historic occasion offers something for everyone. The official kickoff is New Year's Eve 2005, with events occurring throughout the year to commemorate this incredible milestone. The Tuesday Evening Special Event will honor this tradition with a truly unique entertainment experience.

### Register Today and Save

Attend ESM Association's 64<sup>th</sup> Annual Conference & Exhibit and return to the office with the tools you need to maximize your ESM Association membership and retain your workforce. Stay at the Rio All-Suite Hotel & Casino during the event and save. The Rio is extending a Gold Card to all attendees staying onsite. Present your Gold Card to earn comps, cash and offers based on play, \$1 off the Laughlin Buffet, a 10 percent discount at Harrah's-owned gift stores, and mailed offers and discounts.

Conference attendees who stay at the Rio also will receive a disk of speaker handouts from each session. Exhibitors staying at the Rio will receive a disk containing a list of all conference attendees. ESM Association will mail these items after the Annual Conference & Exhibit. To register, see p. 27. You'll find the most up-to-date event information, including details about an airline discount for attendees and a full Annual Conference & Exhibit schedule of events, at [www.esmassn.org](http://www.esmassn.org). **esm**



*Renee M. Mula is director of communications and editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. You may reach her at (630) 368-1280 or [reneemula@esmassn.org](mailto:reneemula@esmassn.org).*

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# **ESM Association's 64<sup>th</sup> Annual Conference & Exhibit**

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---

## **Personalize Your Education**

### **Pre-Conference Teambuilding Session**

This boot camp session will coax attendees out of their comfort zones with exercises sure to capture and maintain their attention. Learn the importance of trust and communication in teams.

### **Strategic Networking Forum**

ESM Association's E-Mail Listserve comes to life as attendees ask for advice, share experiences and learn from peers during discussions facilitated by tenured employee services providers.

### **Chapter Board Roundtable**

ESM Association Chapter Board Members network, benchmark and discuss new approaches to recruiting volunteers.

### **Unlimited Resources**

ESM Association's Exhibit Hall helps you secure a bright future for your employee services programs with access to online services, ready-made programs, convenience services, promotional items, discounted travel attractions, and much more.

### **Tuesday Special Event**

Las Vegas continues to capture the world's imagination as the destination where anything is possible. In 2005, Las Vegas will celebrate its 100<sup>th</sup> birthday. This historic occasion offers something for everyone. The conference's special event will honor this celebration with a truly unique entertainment experience.

*See next page to register!*

*ESM Association's 64<sup>th</sup> Annual*  
**Conference & Exhibit**

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**REGISTRATION FEES: PLEASE CIRCLE YOUR CHOICES AND INDICATE THE TOTAL AMOUNT ENCLOSED.**

| Conference Registration Categories (Circle One)   | Fee<br>Prior to 4/1/05 | Fee<br>After 4/1/05 |
|---|------------------------|---------------------|
| <b>ESM Association Organization Member</b> <i>Chapter, General, Individual</i>  | <b>\$720</b>           | <b>\$750</b>        |
| <b>Register for the Conference and Join ESM Association Today!</b><br><i>Includes membership through 12/05 for new Organization Members only</i>  | <b>\$875</b>           | <b>\$925</b>        |
| <b>Associate/Supplier Non-Exhibiting</b>  | <b>\$995</b>           | <b>\$1,025</b>      |
| <b>College Student</b>  | <b>\$175</b>           | <b>\$200</b>        |
| <b>Retired ESM Association Member</b>   | <b>\$125</b>           | <b>\$125</b>        |
| <b>One-day Registration</b> \$ _____ (day rate) X _____ (number of days) = _____<br><i>Check dates of attendance</i> <input type="checkbox"/> 5/1 <input type="checkbox"/> 5/2 <input type="checkbox"/> 5/3 | <b>\$240</b>           | <b>\$265</b>        |

**SUBTOTAL:** \$ \_\_\_\_\_

| Additional Event (Circle Your Choices)     | Fee for<br>Members | Fee for<br>Non-Members |
|--|--------------------|------------------------|
| <b>Pre-Conference Teambuilding Session</b> | <b>\$75</b>        | <b>\$95</b>            |
| <b>Tuesday Special Event</b>               | <b>\$15</b>        | <b>\$25</b>            |

**TOTAL:** \$ \_\_\_\_\_**Submit a separate registration form for each person. Duplicate copies of this form will be accepted.**

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280. There is a \$125 fee to cancel a registration. The remainder of your registration will be refunded if written cancellation notification is postmarked on or before 4/1/05. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Rio All-Suite Hotel & Casino by calling (888) 396-2483. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Rio All-Suite Hotel & Casino is \$129 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 3/25/05. Children under 16 will only be allowed in the Exhibit Hall on Tuesday, 5/3/05, in the afternoon.

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# Gaining Support for **Employee Services**

**The key to a flourishing program is to involve upper management**

By Renee M. Mula

**S**eventy-one percent of employee services providers have an advocate in upper management who believes in the importance of employee services, according to Employee Services Management (ESM) Association's October 2004 survey, *Obtaining Management Support for Employee Services*. Of the many employee programs they offer, respondents say management most values special events and recognition programs. These programs recruit and retain employees and boost morale. Yet, not every CEO immediately recognizes the value of employee services programs. Just under 40 percent of survey respondents rate upper management's value of employee services as average.

The survey shows that, particularly for volunteer employee services providers, obtaining upper management's support for employee programs can be an obstacle to success. These survey results will help employee services providers gauge their current efforts to win upper management's attention and provide various techniques for engaging management and employees.

### About the participants

ESM Association members completed this survey, which garnered 244 participants and a 29 percent response rate. They typically work in the human resource department of varying corporate, nonprofit, government, and healthcare-based work environments. According to the results, 26 percent of the respondents are full-time employee services providers and 54 percent are multi-hatters responsible for employee services as well as other duties. Nearly 15 percent of respondents volunteer for employee services projects at their company and are not necessarily employed in the employee services field.

The majority of companies (82 percent) employ 5,000 or less employees locally, with 35 percent of them employing under 500 workers. Just over a quarter (26 percent) employ over 20,000 employees worldwide and 22 percent employ less than 500 employees worldwide.

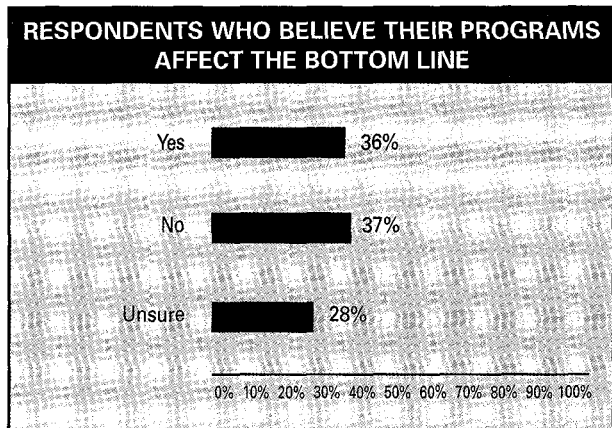
### Current support

Twenty-nine percent of respondents give a high rating to upper management's value of employee services and 15 percent rate it as very high. Nearly 40 percent of respondents rate upper management's value of employee services as average. Of the respondents, 12 percent say management lacks appreciation for employee services.

Of the full-time employee services providers, 91 percent say upper management knows who they are and what they do for the company. The number slightly drops for multi-hatters, with 82 percent of them saying upper management knows them and understands their role in the company. Of the volunteer employee services providers, 69 percent say management knows them and recognizes their involvement in employee services. Nearly 59 percent of the total survey respondents say upper management is aware of their membership and involvement in ESM Association, while 21 percent say upper management is unaware and 20 percent say they are unsure if management knows of their membership.

Oftentimes, the company's employee services department flourishes when a member of upper management demonstrates an understanding of and belief in the importance of employee services. This is often the key to upper management's decision to retain and enhance

Chart A



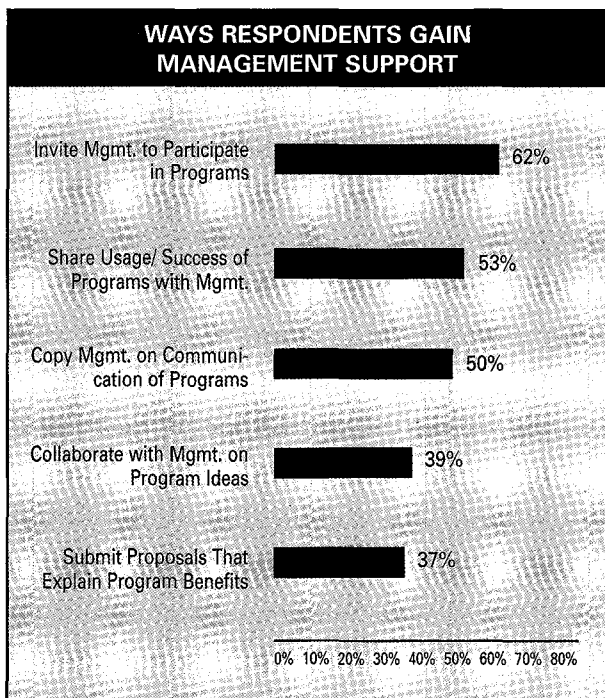
the company's employee services programs. Over 79 percent of full-time employee services providers say they have an advocate in upper management. Of the multi-hatters, 69 percent have a member of upper management who believes in employee services and 66 percent of the volunteers say an upper-level manager supports employee services.

To gain company support and funding for new programs, many employee services providers mirror their programs' goals and objectives with those of the company. Nearly 77 percent of the total respondents say their programs' goals and objectives are in line with those of the company. Eighteen percent are unsure and five percent say their goals and objectives are not in line with those of the company. When dissecting this survey group, 87 percent of full-time employee services providers align their programs' goals and objectives with those of the company, while 76 percent of multi-hatters and 66 percent of volunteers do the same.

Despite their efforts to support the big picture, few respondents believe employee services programs affect the company's bottom line (Chart A). Nearly 36 percent of respondents believe employee services programs impact the bottom line, while 37 percent do not believe their programs influence the company's bottom line and 28 percent are unsure. Full-time employee services providers are most likely to share this belief, with 49 percent saying their employee services affect the bottom line. Majorities of the other two groups disagree or are unsure, with 35 percent of multi-hatters and 54 percent of volunteers both saying their programs do not affect the bottom line and 31 percent of multi-hatters and 23 percent of volunteers saying they are unsure.

Of those respondents who believe their programs influence the company's bottom line, most (88 percent) agree that their programs contribute by boosting morale. Respondents also indicate that their programs contribute to the bottom line by retaining employees (69 percent), recruiting employees (53 percent), saving the company money (44 percent), and reducing absen-

Chart B



teeism (37 percent). Nearly 76 percent of the full-time employee services providers say upper management is aware of their program's contributions to the bottom line. Sixty-four percent of multi-hatters and 63 percent of volunteers say upper management knows of their programs' bottom-line benefits.

## Employee services budget

Twenty-nine percent of survey respondents indicate they are unsure of their company's total operating budget for employee services. Just over 26 percent of respondents have an annual operating budget under \$10,000. The survey results show insignificant percentages for annual budgets between \$10,000 and \$5.1 million or more. Respondents' difficulty in computing the company's total operating budget for employee services is likely the result of varying corporate structures. At some companies, the employee services department oversees all employee programs. Other companies distribute the responsibility of employee programs to various departments.

Just under 47 percent of full-time employee services providers say the company funds 100 percent of their employee services budget. For 32 percent of multi-hatters, the company funds 100 percent of the budget. Only 14 percent of volunteers have a 100-percent-funded budget. In fact, 34 percent of volunteers say the company does not fund their employee programs.

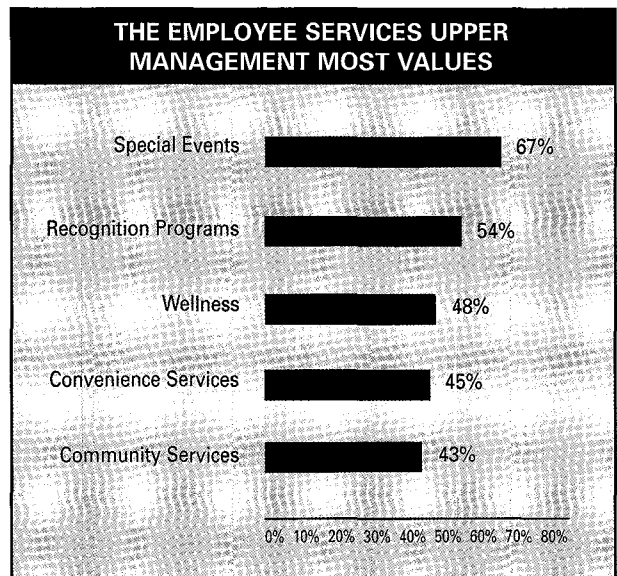
## Gaining support

Upper management's level of involvement in the implementation of employee services increases their awareness and support of employee programs. Employee services providers utilize several techniques for involving management (Chart B). The number one method of gaining and maintaining management support for employee services is to invite management to participate in programs and activities (62 percent). When upper-level managers are present at the company picnic or participate in sports leagues, line workers find them more approachable. Just over 72 percent of respondents say members of upper management participate in their programs. This small effort greatly improves morale.

The second most popular technique for obtaining management support is to provide management with information on the usage/success of the company's employee programs (53 percent). When management understands employees' perceived value of these services, they are more likely to approve of them and also see their value. The third most common method of gaining and maintaining support is to copy management on most or all program communication (50 percent) and the fourth is to collaborate with management on program ideas (39 percent). Lastly, 37 percent of respondents gain support by submitting proposals to management that explain the benefits of employee services.

One final approach to obtaining management support is to find out which activities or services members of upper management personally enjoy (Chart C).

Chart C



When members of upper management champion a particular service or program, they likely won't eliminate it, should the company hit a financial roadblock. Over 67 percent of respondents say upper management values special events, such as holiday parties or company picnics. At 54 percent of companies, recognition programs are popular with upper management. Upper management values wellness programs, such as fitness incentives and onsite fitness centers, at 48 percent of companies. Convenience services, such as onsite dry cleaning and discount ticket sales, are popular with upper management at 45 percent of the companies. Forty-three percent of respondents say upper management values community services. Lastly, 36 percent say upper management champions recreation programs, such as sports leagues and special interest clubs.

### Corporate culture

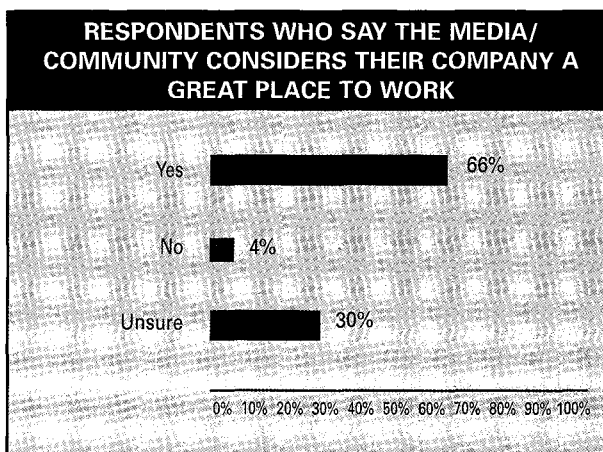
Companies can recruit and retain employees by remaining competitive with neighboring organizations and touting their extensive employee services offerings to the media. When improving employee programs, 76 percent of companies consider the services other companies offer employees. Nearly 16 percent do not research their competitors' offerings and eight percent are unsure if their company compares its services to those offered by competitors.

Publicity about a company's employee programs entices the public to spread the word about its offerings and encourages job applicants to apply for open positions (Chart D). Nearly 66 percent of respondents say the media and/or community considers their company a great place to work. Four percent say their company is not considered a great place to work and 30 percent are unsure of their company's status within the media and/or community.

The survey also measured employees' awareness of the services available to them. When employee services providers aggressively promote their programs, employees are more likely to participate in them, which increases their value to the company. Just over 68 percent of survey respondents explain employee services during new employee orientation. Eighteen percent do not and 14 percent are unsure if the company explains employee services during new employee orientation.

Just over 44 percent of respondents say employees are familiar with the company's overall employee services program, while 18 percent say employees are very familiar with the programs. Twenty-eight percent say employees are somewhat familiar with the company's employee programs.

Chart D



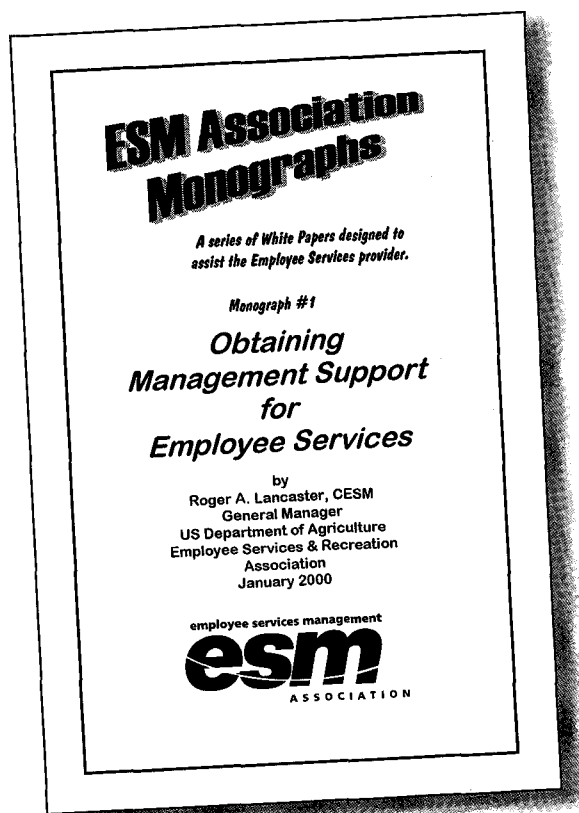
At 54 percent of the companies, respondents indicate that employee services are ingrained in the company's culture. For 31 percent, they are not. Meanwhile, 16 percent of respondents are unsure if employee services affect their company's culture.

### Conclusion

The survey results provide ideas on how to obtain management support for employee services. When upper management believes in the value of employee services, these services are more likely to remain on the employee benefits roster during the best and worst of times. If members of upper management lack an understanding of employee programs, they may reduce these services during a merger or downsizing. Volunteer employee services providers struggle the most to gain support. To combat an elimination of programs, it helps to build relationships with members of upper management. By keeping management informed of the popularity of employee programs, management can better assess their value and provide support. **esm**

*Renee M. Mula is director of communications and editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. You may reach her at (630) 368-1280 or [reneemula@esmassn.org](mailto:reneemula@esmassn.org).*

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## Timesavers are worth the cost

**Worldwide, consumers feel pressed for time and will pay for convenience services to help them balance work and life**

By Dan Maceluch & Renee M. Mula

If your employees can't fit all they need to accomplish into a day, they have plenty of company, according to a recent study from Ipsos Global Express, a New York, NY-based global marketing research firm. When Ipsos asked 5,000 people in 11 countries to strongly or somewhat agree or disagree with the statement, "There is never enough time in the day to get done what I want to get done," majorities in every area but two—urban Russia and urban China—agreed it describes their situation. At least half of respondents in every country say they are willing to pay more for products and services that make life easier.

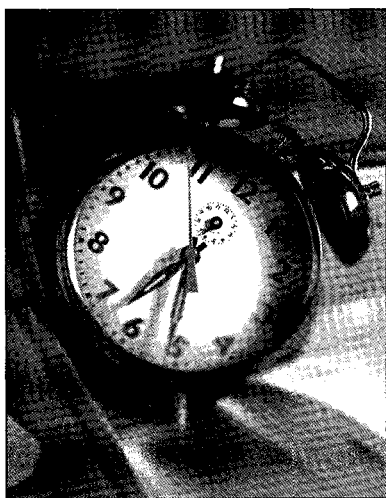
### **Wanted: more hours in the day**

The most time-pressured are Italians (67 percent agree), urban Mexicans (66 percent), Americans (64 percent), and Spaniards (61 percent). Asians place lower on the time-crunch meter. Among urban Chinese, only 31 percent agree that they cannot find enough time to fit in everything, with close to seven in 10 (68 percent) disagreeing. Urban Russians



share this less time-crunched frame of mind (31 percent agree, 65 percent disagree).

Ipsos Global Researcher Kiley Turner says, "Increasingly, we are seeing the commoditization of time, especially in advanced economies—where free time virtually has a monetary value because of its scarcity. Buying products and services that are convenient and quick is, in a way, a payment for a desired outcome—a less jam-



packed schedule that makes room for family and leisure activities."

Ipsos also asked respondents to indicate the extent to which their lives are "so complicated that (they) feel stressed most of the time." Only in one country did a majority agree: Japan (55 percent). Close on their heels, though, are the other Asian countries—the urban Chinese (49 percent agree), South Koreans (47 percent) and Taiwanese (44 percent). In Europe, Britons and Germans are least likely to admit feeling stressed—at least three-quarters disagree that the statement describes their circumstances, and less than one-quarter agree. Spaniards, Italians and urban Russians are less relaxed, with over one-third agreeing that they feel stressed.

## Time is money

Asked how willing they are to "pay more for products and services that make life easier," nearly nine in 10 urban Chinese, seven in 10 Taiwanese and nearly two-thirds of South Koreans are willing to pay more. Spaniards (69 percent agree) are also willing to pay a little extra for more efficient products and services. About six in 10 Americans and two-thirds of Britons indicate interest in products and services that, while a little

more expensive, offer convenience. The Japanese fall close to the Americans, with 58 percent agreeing they would pay more. Willingness to pay for timesaving products and services falls gradually after this, with the lowest agreement level in urban Mexico (50 percent).

## Personal time highly valued

Despite the wide-ranging agreement that employees would benefit from a few more hours in the day, majorities everywhere report, "[Having] some time every day just for [them] and what [they] want to do." The highest levels of agreement are in Asia, where nine in 10 Taiwanese and urban Chinese set aside personal time each day. Substantially fewer Japanese (70 percent) and South Koreans (63 percent) claim this luxury.

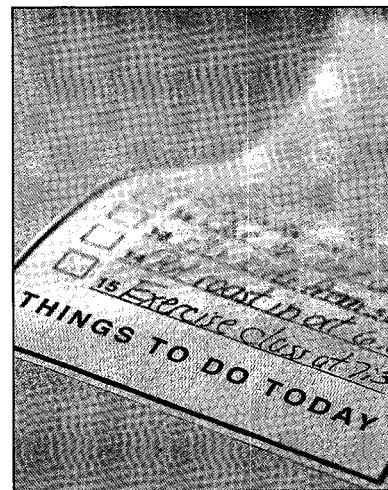
In Europe, relatively small proportions of Italians (65 percent agree) and Spaniards (53 percent agree) dedicate time for self-fulfillment each day. Germans and Americans are more satisfied, with about three-quarters agreeing they have some personal time every day; and urban Russians are closer to the eight in 10 mark. Nearly the same proportions of Britons and urban Mexicans (about 75 percent) make time for themselves each day.

While Asians report being relatively less stressed about time-crunch pressures, they also indicate a latent enthusiasm for products and services designed to make their lives easier—even if they cost more. Spaniards, meanwhile, show both that they find it challenging to fit everything into their day, and are willing to pay more for convenience or efficiency. Italians, Americans and urban Mexicans feel time-pressured, but these countries have reservations

about paying more for products and services that might help. In the U.K., the reservation substantially recedes. Germans are less enthusiastic about paying more for products and services positioned as "making life easier." They also are relatively more relaxed than most other surveyed nationalities about coping with daily time pressures.

## Help save time

Oftentimes, employee services providers are responsible for helping employees achieve work/life balance. Yet, negotiating prices for products and services available to a national or global workforce is challenging. Members of Employee Services Management (ESM) Association, Oak Brook, IL, save time managing convenience services with the free buying website, onMYtime.com. This ready-made program is a lifesaver for time-starved employee services providers responsible for reaching a national or global workforce. Members just provide their employees with the onMYtime.com link and their companies' login information, and employees can immediately begin shopping online. The site saves them time in purchasing gifts, making travel plans, purchasing a home, and much more.



According to the Ipsos Global Express survey, majorities in nearly every country agree that there isn't enough time in the day to accomplish everything. At least half of respondents in every country are willing to pay more for products and services that make their lives easier. Give your employees the option to shop online before and after work, on breaks or at home, with onMYtime.com. Your company's only cost is to join ESM Association for \$185 and promote the program to your employees. Consider onMYtime.com as your employees' newest work/life benefit. For more information, visit <http://www.onmytime.com/Public/OrgBrochure.aspx> or e-mail us at [info@onMYtime.com](mailto:info@onMYtime.com). **esm**

Dan Maceluch is vice-president at Ipsos North America, Vancouver, BC, Canada. Ipsos is a leading global survey-based market research company,

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Renee M. Mula is director of communications and editor of ESM Magazine, published by Employee Services Management (ESM) Association, Oak Brook, IL. You may reach her at (630) 368-1280 or e-mail [reneemula@esmassn.org](mailto:reneemula@esmassn.org).

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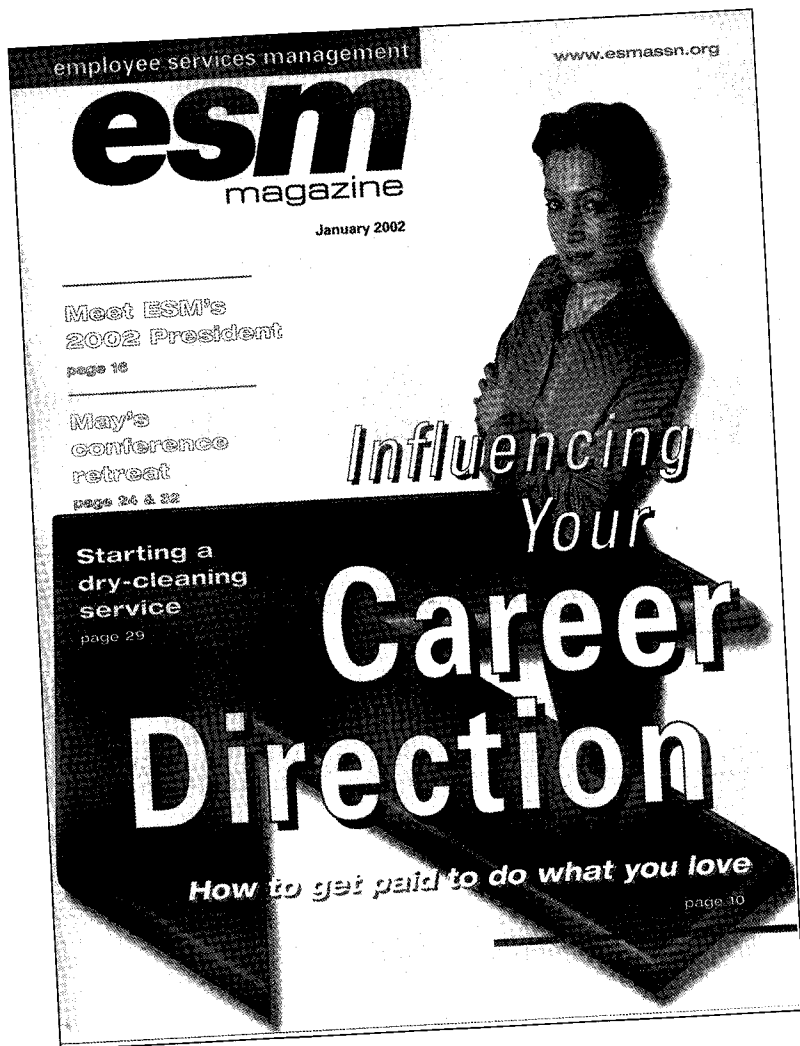
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| 13. Publication Title<br>Employee Services Management (ESM) Magazine  | 14. Issue Date for Circulation Data Below<br>July/August 2004 |
| 15. Extent and Nature of Circulation  | Average No. Copies Each Issue During Preceding 12 Months      |
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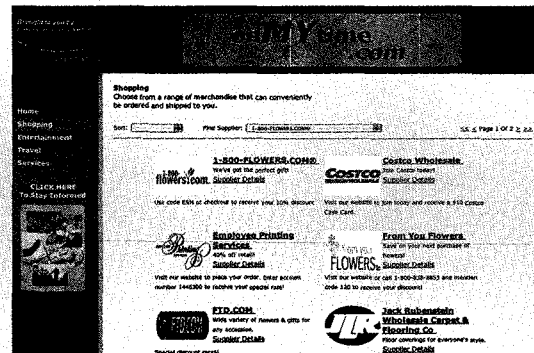
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